NORTH CENTRAL REGIONAL TRANSIT DISTRICT (NCRTD)
FINANCE SUBCOMMITTEE

June 28, 2013
9:00 a.m. - 11:00 a.m.

Executive Conference Room
1327 N. Riverside Drive
Espanola, NM 87532

AGENDA

CALL TO ORDER: Tim Vigil, Chair

Roll Call:

ITEMS FOR DISCUSSION/RECOMMENDATION:

A. Compensation and Classification Study – General and Non Represented Positions
Sponsor: Anthony Mortillaro, NCRTD Executive Director

B. Closed Session – closed session of the meeting pursuant to NMSA 1978, Section 10-15-1 (H) (5) regarding "collective bargaining" for the discussion of bargaining strategy preliminary to collective bargaining negotiations.

C. Reconvene in Open Session: possible action item from closed session.

D. Minutes from May 24, 2013 meeting.
Attachments: Draft Minutes

MATTERS FROM THE SUBCOMMITTEE

ADJOURN

If you are an individual with a disability who is in need of a reader, amplifier, qualified sign language Interpreter, or any other form of auxiliary aid or service to attend or participate in the hearing of the meeting, please contact the NCRTD Executive Assistant at 505-629-4702 at least one week prior to the meeting, or as soon as possible. Public documents, including the agenda and minutes, can be provided in various accessible formats.

Memorandum

To: Finance Subcommittee

From: Anthony J. Mortillaro, Executive Director

Thru:

CC:

Date: June 17, 2013

Re: REVIEW AND DISCUSSION OF COMPENSATION AND CLASSIFICAITON STUDY

Background: The current salary plan was created in 2007 by Personnel Systems and Services, a company that provides Human Resources and Management Consulting. The plan was subsequently adopted by the Board on October 5, 2007. The pay plan was developed through a job classification and analysis, an evaluation of internal equity, and a market survey and analysis. Since its adoption, nearly six years will have transpired and the compensation rates have not been adjusted nor has a market survey and analysis been conducted to ascertain the market competitiveness of the NCRTD's compensation rates.

The Board approved and authorized the Executive Director to retain the services of a consulting firm to undertake an update of the existing Compensation and Classification plan and District practices. The firm of Personnel Systems and Services was selected after a competitive RFP process was conducted in January 2013. The results of the study are attached hereto. The consulting firm will be present to discuss and review the results with Finance Subcommittee.

The fiscal year 2014 included a 3.5% increase in compensation costs and pay indexed benefit costs but did not include any funds for implementation of any recommendations contained in this study that might be adopted by the Board, since the results were not fully known at the time of budget development.

A closed session has been requested to discuss the data and information(to be made available in the closed session) related to positions covered by the Collective Bargaining Agreement (CBA), since the Union has given notice for negotiations related to the wage reopener in the current CBA.

Recommendation: It is suggested that the Finance Subcommittee discuss the study recommendations and provide an endorsement for Board consideration. Options for implementation will be provided to the Subcommittee at the meeting.

Attachments:

Compensation and Classification Study with exclusions of material related to preliminary discussions related to Collective Bargaining.

Personnel™ Systems & Services

June 12, 2013

Mr. Anthony J. Mortillaro
Executive Director
1327 Riverside Drive
Española, NM 87532

Dear Mr. Mortillaro:

It is with pleasure that I present you with the final report of your classification and compensation study. This completes the major phases of the original scope of consulting services contracted, which includes: job analysis, job classification and labor market analysis with formal pay plan recommendations and review of various equity issues.

I would like to thank you and your staff for your friendly cooperation and patience. The quality of this project is a reflection of your and the district's leadership as well as your commitment to management excellence and progress.

This project provides a complete compensation and classification management system. Because of organizational dynamics, and because the nature of human resource management demands change; constant attention to the use of these new tools by those who oversee and those who administer it will be essential to ensure its continued effectiveness. A key feature in the options for your new system is the "value based" internal equity methodology found within the pages of this report.

If there is anything more I can do to be of assistance, please give me a call.

I look forward to a lasting relationship.

Sincerely,

Mike Swallow
President, Personnel Systems & Services
HRM Consultant

North Central Regional Transit District

PROJECT NARRATIVE

Introduction

Pursuant to the approval given by the Executive Director and the governing Board, Personnel Systems & Services was contracted to address specific needs which included: 1) Develop and recommend a methodology for determining job values and maintaining internal equity between District jobs, 2) Conduct a labor market survey to determine the current pay practice relationship of the district among selected employers; and 3) Develop and recommend a current and competitive NCRTD pay plan.

Organization Charts

An illustration of current reporting relationships and proposed job titles for each job classification.

Policies & Procedures

This section of the report contains a model policy for compensation management, which includes methodology for pay progression through a pay plan and a program for implementing incentive and performance based recognition.

Job Descriptions

A comprehensive job analysis process was utilized which included the employee's contribution as subject matter experts. Each employee was asked to complete a multi-page job description questionnaire identifying various aspects of the job, including: a list of essential function, required knowledge skills and abilities, reporting relationships, decision making functions, supervisory responsibilities and work environment. Upon completion, the employee's supervisor reviewed and offered additional observations for each job. The completed questionnaires were delivered to the consultant for review in anticipation of onsite "desk" or job audits. The onsite job audits were scheduled and conducted for all employees. Jobs with multiple incumbents were represented by one or more employees currently occupying those positions. Upon completion of the job audits the consultant wrote or updated job descriptions for review and approval by management. These documents then became to "control files" for assessing the internal relations of jobs for pay determination as described below.

Job Classification & Job Analysis

This section contains the results of the internal equity evaluation. The instruments used in the process are contained here and are for the review of the NCRTD management, Board members, and all personnel. Each position within the District has been valued using the customized evaluation tool based upon the results of the "work values" survey conducted at the beginning of the study. Each employee was provided with a one-page survey where on they were asked to value or rank various factors for "importance" in setting the worth of their jobs. The average ranking of importance, with "1" being highest, for the work values are: Job Knowledge- 1.28, Responsibility- 1.79, Difficulty- 2.79 and Work Environment- 3.03,. Each of these primary values was divided into sub-elements, which were also ranked (see work value summary sheet at the end of this narrative). These rank order preferences were incorporated into the design of the point system against which all positions were valued. If questions occur as to why certain jobs are valued (assigned a pay grade) at one level and others at different levels, the explanation can be discovered in these materials. This process produced a "site validated" internal equity, or job classification system.

Job Evaluation & Internal Equity

Using the instrument developed based upon the results of the work values survey, each position was evaluated and internal relationships numerically determined. There was a strong correlation coefficient derived for the market pay line indicating that the market agreed with the pay grade assignments that resulted from the job evaluation process. The correlation coefficients for the regression lines representing market starting rates was R=.73. The correlation for the pay line representing the District's current pay practices was R=.905. This part of the analysis verified the stability and consistency with regard to internal pay relationships at the NCRTD and the market agreed with those relationships over 70% of the time.

Salary Information & Market Comparability

The salary data utilized in this market analysis was obtained from the MML "Technology Net Compensation Survey System" and direct solicitation from targeted public sector employers, including school districts. From within the established database NCRTD management identified a cross section of localities within the state with which to compare. The results of this survey were aggregated for analytical purposes and are reported under the Excel file tab labeled "Wage & Salary Information" pages 1 thru 4.

Accompanying the reported survey data is a chart illustrating the comparison of pay practices between the NCRTD and the survey group and appears in the Excel file under the tab labeled "Minimum Rate Comparison" page 6. The statistical method for deriving this comparison was regression analysis which basically returns the picture of comparing the proposed internal equity value for the jobs with the reported starting pay rates for those same jobs. Notice that the job value ratings are not converted to a pay grade. This "no pay grade" approach allows each job to stand alone based upon the market data.

The result of this regression analysis is a recommended salary schedule, which represents market parity and can be found in the "Wage and Salary Information" section of the binder, page 12. The recommended range for each grade was set according to the market regression rate and increases gradually from the lowest valued job to the highest. Notice that the range spread, the distance from the minimum to the maximum varies. It is recommended that slightly wider ranges be utilized for executive and professional jobs which are typically filled by long-term career oriented employees.

In terms of pay progression management, many organizations target a certain pay rate on their pay plan as a control rate and attempt to manage performance to allow employees to achieve between 90% to 105% of that value within some time frame (four to five years for example), called a Compa-ratio. Compa-ratio refers to the percentage which employee actual pay represents the target or control rate (often the midpoint of the pay range). Pay increases beyond the control rate/midpoint then become contingent upon exemplary performance, longevity and other specific criteria. The midpoint is generally considered as market competitive. When considering implementation options, the NCRTD may want to consider employee compa-ratios when making placement on a new pay plan. Employees who have been performing within the same job classification for three to five years should possess job competencies sufficient to justify pay which is 90%-105% of midpoint, assuming that performance is at least standard. Compa-Ratios are illustrated in the Excel file titled "Least Cost Implementation", pages 13 and 14.

As the NCRTD considers a strategy for implementation it will come down to two primary factors; 1- willingness to pay and 2- ability to pay. These two issues will be defined in relation to the market information of this study. There are four basic postures to consider when establishing the organizations pay objectives: 1- trendsetter, 2- competitive, 3-parity, and 4- comparable. To be competitive suggests a pay objective above average or parity. Comparability can still be argued when paying below parity if other aspects of the employment and compensation program (NCRTD paid benefits) strengthen the employee and management perception of "fairness".

Also included in the implementation spreadsheet is the proposed placement of all District employees on the proposed pay plan. The strategy is accomplished by placing each employee at a rate on the recommended pay range that is at least equal to his or her current rate of pay. The formula for making these assignments was created by NCRTD management. Only employees whose current rate falls below the recommended starting rate are identified for increases. At this point it becomes a management option to factor back into the implementation strategy a method for recognizing performance, time in service, job knowledge and other pertinent aspects of the employee work history.

Compensation Comparability Observation & Consideration

As mentioned above, total compensation comparability should be a consideration in the final decision-making process. As employees shop their skills in the market place they naturally assess their total marketability and the prevailing rate, total compensation package. The pension contribution in the New Mexico public sector compensation landscape is very high profile. When looking at the average employer paid contribution we find the average value of 12.78% (see page 15 under the "Wage & Salary Information" tab). In the pension contribution picture, based upon this survey sample group, the NCRTD is currently 3.63% behind your peers.

This total compensation picture will be further influenced by the scheduled 15% increase in the cost of medical and related insurance. Though the NCRTD is competitive in the sharing of those costs the employee's disposable income will be shrinking proportionally.

It is recommended that consideration be given to the mitigation of disparity in the total compensation picture. A couple of options may be: 1) increase the NCRTD's employer contribution to the pension program by picking up an additional amount of the employees share; 2) engage a complimentary or supplemental retirement plan under another IRS approved structure, such as 457 plans, 401Ks, etc. and offer the approved matching rates; 3) Explore more aggressive alternatives in the medical insurance arena, including Health Savings Accounts, and the various "employer loads" with the elevated percentage in the employer paid premiums.

CONCLUSION

The objectives of the study have been twofold: 1- to create an internal equity program based upon job values determined by the NCRTD to be most effective in documenting the worth of jobs; and 2- determine the level of competitiveness achieved by NCRTD proposed compensation practices relative to wage/salary rates and ranges.

Conclusion #1: As noted earlier there was a strong correlation between the recommended pay levels and market pay practices. The new internal equity or classification system has been effectively updated.

Section III of the job value survey administered at the beginning of the study requested participating employees to state their perceptions with regard to four equity situations. 34 employees responded. 62.4% of the respondents indicated that they felt there was an inequity between their current pay and the value of the job (a classification issue). In comparison to the survey participants, this perception was generally not true, particularly with regard to the rank and file jobs. It was true to the extent that the market average reported starting rates for jobs in the higher job classifications are generally higher than the District's jobs. 64.7% indicated that they perceived an inequity between their pay and the pay of others performing essentially the same type of work within the District. Because there is a strong correlation between the market and the District with regard to equity relationships already in place, these perceptions are likely to be based upon consistency or inconsistencies in pay progression practices as may be influenced by policy related to longevity, performance, etc. 82.4% of the respondents indicated that they felt under paid when considering the amount of work they perform. The issue is purely performance and workload related; but could also be indicative of a staffing issue or workload distribution. 91.2% believed that the pay provided by the NCRTD was behind the market practice. This perception was not validated in relation to the pay range practices. The District's pay ranges lead the market where the job "equity value" is 13.31 or lower (see highlighted values on page 5- Wage

& Salary Information). See also the job by job comparison on the chart, pages 6,7 and 8 and the trailing position for the jobs valued above 13.31.

Conclusion #2: Based upon the results of the labor market survey; the overall District current pay rates are competitive when compared to the survey group, as noted above. Where differences exist between the District and the survey group the situation could be attributed to a variety of factors, i.e. (1) tenure of current employees, (2) fiscal health of the organization, (3) utilization and application of a specific pay progression philosophy and methodology, (4) geographic issues impacting cost-of-living and (5) the relative differences in organization size and resources.

IMPLEMENTATION

This is an ideal time to distinguish between the level of performance and competency of workers without having to utilize promotion processes. Criteria for placement in the higher graded levels of a classification series (i.e. Transit Driver I, II, III/Lead) should be related to position minimum qualifications, knowledge, skills and abilities of the worker and the perceived level of competence of the employees. The least-cost method of placing employees within the range of the new pay grade is achieved simply by identifying whether or not their current pay falls within the assigned pay range. Employees whose pay falls below the minimum of assigned pay grades are recommended for an adjustment to the minimum. This approach does not preserve pay relationships between employees which have occurred due to longevity, performance or any previously used advancement or recognition criteria.

If the NCRTD desires to initiate a program that targets a specific compa-ratio, this would be a good time to begin. You may want to consider additional adjustments for employees who are considered full performance or fully competent workers and whose pay falls below the midpoint of the newly assigned pay grade, compa-ratios less than 1.00.

BASIS OF SOUND PAY PROGRAMS

In connection with the results of this study and as the District evaluates the impact of change upon the existing or proposed budgets; your effort to maintain an effective compensation program will be influenced by your philosophy related to some or all of the following (converted to policy):

1. Size and type of business: *The ability to pay* certain rates, based upon revenues and financial resources.

2. Organizational Philosophy: *The willingness to pay* certain rates and *attitudes* about ranking among other employers within a selected labor market or among survey participants.

3. Nature and Diversity of Work: *The degree of specialization*, work variety, and technology (an element of the job classification methodology).

4. Regional Economics: The *prevailing rates* of pay and the rates of inflation.

5. Availability of Labor Supply: The *competition* for certain types of jobs resulting from an abundance or shortage of certain skills and abilities within the labor market.

6. Value of Work Contribution: The *worth of a particular job* to the organization (the overall value determined through classification methodology).

7. Organization of Labor: The *forced inflation* of certain pay rates. The degree of recognition provided to unions or associations.

8. Pay Supplements: The *total compensation comparability* afforded through various incentives and discretionary benefits.

9. Reputation of the Organization: The *competitiveness* of pay and *social recognition* as high- or low-paying.

10. Pay Progression Policy:
    - The learning curve impact associated with certain types of jobs.
    - Pay range uniformity vs. diversity (pay schedule design).

- Length of Service.
- Performance based increases.
- Pay for knowledge or level of competency.
- The use of "control rates" within the pay ranges.

11. Bonus and Incentive Plans:
    - The use of "non-scheduled" recognition.
    - The use of non-monetary rewards.

12. Contributory Value:
    - The perceived value of the individual to the organization. This perceived value is based upon a number of observable and measurable criteria normally associated with a formal performance management program consisting of individual performance plans, performance monitoring and performance evaluations. This formal approach justifies and documents the decisions which are made with regard to pay progression and job promotions.

NCRTD 2013

WORTH-OF-WORK VALUES/ EMPLOYEE SURVEY

	Difficulty			Work Environ			Job Knowledge				Responsibility						AP	OP	RE	LS	REP	PS	L	T	V	Q1	Q2	Q3	Q4
1	2	1	3	4	2	1	3	2	3	1	2	4	3	2	4	5	1	3	4	2	3	1	6	5	3	2	1	1	1	1	1
3				4				1					2													1	3	2	1	1	1	1
1	2	1	3	2	1	2	3	1	2	3	4	1	4	1	2	3	1	4	1	2	3	4	6	5	1	3	2	1	N	N	1
3	1	3	2	4	1	2	3	1	2	3	1	4	2	2	3	1	5	4	3	2	1	4	6	5	1	3	2	1	1	1	1
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3	1	3	2	4	3	1	2	1	2	3	4	1	2	1	4	2	3	2	1	6	2	5	4	3	3	1	2	1	1	1	1
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3	2	3	1	4	3	1	2	1	2	3	1	4	1	2	4	1	3	5	5	1	6	2	4	3	3	1	2	1	N	1	1
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2				4				1					1						1	2	3	1	1	2	2	3	1	N	1	N	1
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3	1	3	2	4	1	2	3	1	1	3	2	4	2	1	5	2	4	3	3	1	4	6	5	2	3	2	1	1	N	1	1
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4				3				1					2						4	3	5	2	6	1	3	2	1	1	N	1	1
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2.79	2.03	2.23	1.47	3.03	2.17	1.43	2.23	1.28	2.50	1.97	1.77	2.63	1.79	1.87	3.07	2.13	2.63	3.10	2.53	2.88	3.16	3.44	3.47	2.88	2.29	2.00	1.41	28	22	28	31
3	2	3	1	4	2	1	3	1	3	2	1	4	2	1	4	2	3	5	1	2	4	5	6	2	3	2	1	34	34	34	34
	CT	VW	DM		PE	WC	HAZ		ED	EXP	TK	L/C		ER	S/E	FA	BUD	CONT	AP	OP	RE	LS	REP	PS	L	T	V	82.4%	64.7%	82.4%	91.2%
IMPORTANCE RANKING																												YES %			

LEGEND

1=YES 2=NO

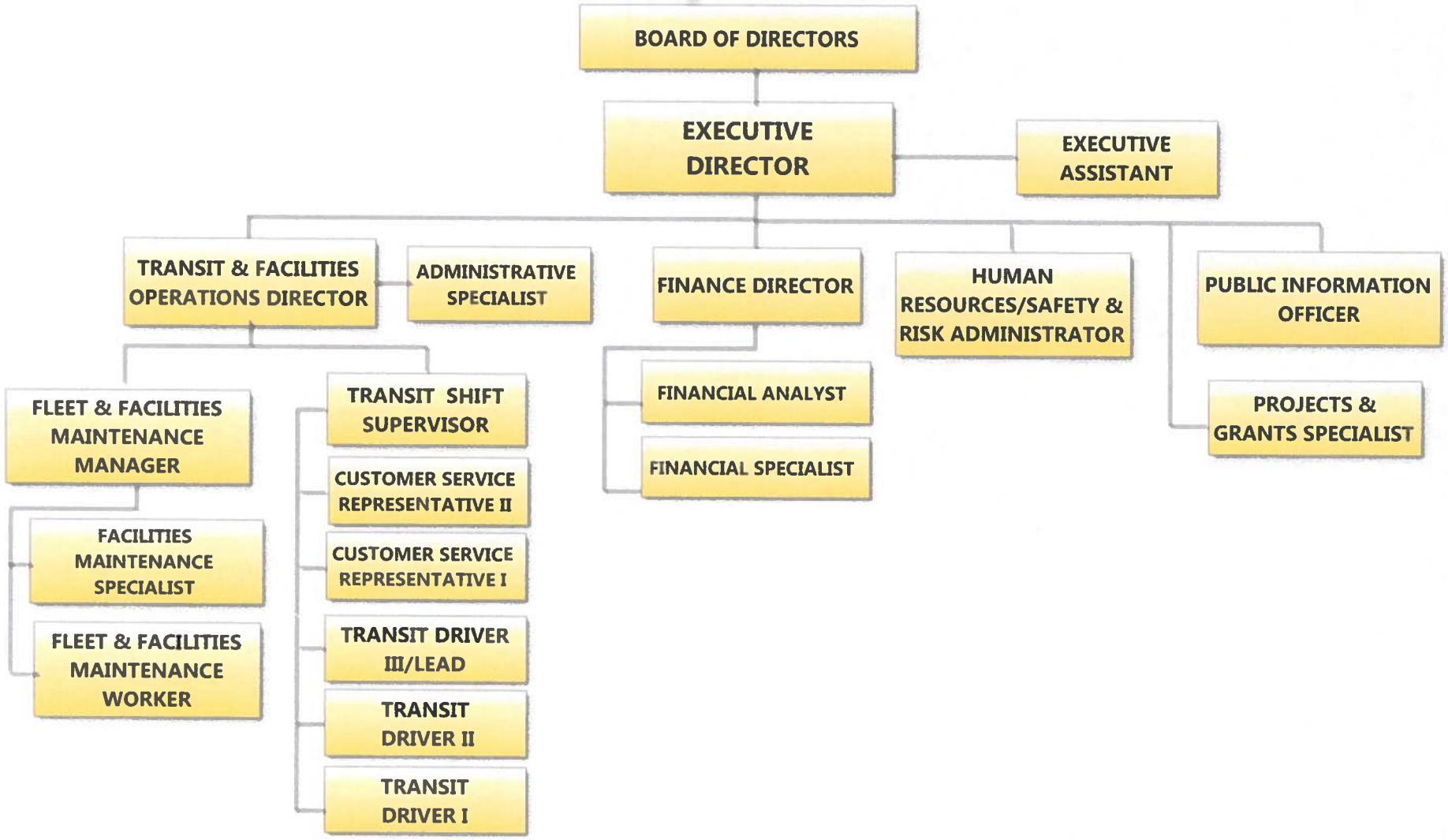
CT= COMPLEXITY OF TASKS	PE=PHYSICAL ENVIRON.	ED=EDUCATION LEVEL	FA=FREEDOM TO ACT/CONTROLS	AP=ABILITY TO PAY	L=LONGEVITY
VW=VARIETY OF WORK	WC=WORKING COND.	EXP=EXPERIENCE	ER=CONSEQUENCES OF ERROR	OP=ORGANIZATIONAL PHILOSOPHY	T=TIMELY COMPLETION OF WORK
DM=DECISION MAKING	HAZ=HAZARD UNCERTAIN	TK=TYPE OF KNOWLEDGE	S/E=SUPERIVSION EXERCISED	RE=REGIONAL ECONOMICS	V=VOLUME/QUALITY OF WORK
		L/C=LICENSES/CERTIFICATIONS	BUD=BUDGET RESPONSIBILITY	LS=LABOR SUPPLY	
			CONT=CONTACTS	REP=REPUTATION OF THE ORGANIZATION	
				PS=PAY SUPPLEMENTS/INCENTIVES/BENEFITS	

EQUITY PERCEPTION QUESTIONS: Do you believe you are underpaid when considering the following:

Q1=	Your current pay and the value of the job?	82.4%
Q2=	Your current pay and the pay of others within the organization performing essentially the same type of work?	64.7%
Q3=	Your current pay and the amount of work you perform?	82.4%
Q4=	Your current pay and the pay of others outside your organization performing essentially the same type of work?	91.2%

North Central Regional Transit District

Organization



MODEL POLICY

COMPENSATION MANAGEMENT

A. POLICY: Compensation for District employees shall be equitable and competitive with the market and in accord with the District's ability to pay. The compensation plan shall be prepared by the Executive Director and adopted by resolution of the Board of Directors.

B. GENERAL WAGE/SALARY ADJUSTMENTS: It is the intent of the District to consider prevailing practices related to cost of living and market trends in establishing wages and salaries which constitute the formal pay schedule. On all occasions the amount of the rate changes will ultimately be based upon the anticipated affect(s) upon the District budget. The Executive Director, based upon Board of Director's approval, will make final determination of any changes to the salary scale. Where general, across-the-board adjustments are approved, the change will be effective on a date determined and approved by the Board of Directors. General adjustments are separate and distinct from performance recognition increases. General adjustments may affect the pay scale only, thus shifting the pay of all employees in relation to the midpoint.

C. COST-OF-LIVING VS. MARKET: Adjustments to the salary schedule may be determined periodically through analysis of market trends in comparison to cost-of-living. This may be done once per year and the District may utilize either market survey results or cost-of-living index data (federal) or a combination of both. All employees, regardless of employment status, except those being red circled (frozen), shall receive the benefits of such general COLA adjustments to the pay plan unless such employees are represented by a Union and such adjustments if any are governed by a Collective Bargaining Agreement.

In determining the total compensation value of the position, benefits must be considered. Base salary plus cost of benefits constitutes total compensation. In comparing benefit packages provided in the labor market, the District may evaluate both level and cost of benefits or other factors as deemed appropriate.

D. HOURLY RATES: Temporary fulltime and all part-time, seasonal and emergency employees shall be paid at an hourly rate no higher than that which is established for the position classification and may be paid at a lesser rate as recommended by the Executive Director.

E. ADMINISTRATION OF THE COMPENSATION PLAN:

The approved Compensation Plan shall constitute the official schedule of salaries for all classifications in the District to which such Compensation Plan is applicable. The rates of pay for all persons in the District shall be approved by the Executive Director and no salaries shall be approved unless they conform to the approved Compensation Plan.

F. INITIAL APPOINTMENT:

No employee in the District shall be paid a salary less than the minimum nor greater than the maximum of the salary range for the classification as fixed by the Compensation Plan unless otherwise provided for in the Rules or approved by the Executive Director.

The entrance rate payable to any employee upon appointment to a position in the District shall be the minimum rate in any applicable salary range, unless a higher rate, in-grade hire, is authorized by the Executive Director because of the candidate's exceptional qualifications, difficulty in recruitment, or other valid reason.

G. PAY PROGRESSION: Progression within the salary and wage scale shall be based upon the approval of the Executive Director. In approving recommendations for pay progression, the Executive Director shall consider compliance with District policies and procedures, performance, level of competence and job knowledge.

H. PERFORMANCE BASED INCREASES:

1) Performance increases shall not be granted on an automatic basis but shall be granted upon the demonstrated quality of performance and based on the availability of funding.

2) Exempt, classified regular, and limited term employees who are considered to be deserving as evidenced by average or above job performance, may be granted a performance increase based on a formula approved by the Board, as may be determined periodically within the limits of the salary range after one (1) year from the date of:

   i. Rehire or re-employment
   ii. Initial employment
   iii. The last performance increase; or
   iv. Promotion.

3) Any period of leave without pay in excess of thirty (30) days shall not be credited as continuous service toward eligibility for a performance increase.

4) Service in emergency or limited term, or temporary status, when followed without a break in service by probationary appointment to the same classification, will be credited toward eligibility for a performance increase.

5) The Executive Director may authorize a salary increase to any rate in the salary range as an incentive for the emergency retention of exempt, classified regular and limited term employees who are offered employment outside of the District to retain them in their current positions. The following will be required:

   a) Documented proof of outside job offer.

b) Increase, computed as a percent of the employee's salary, may be granted as a lump sum at the end of a service period, in installments over the course of service period but never to be provided in advance.

c) Before receiving an emergency retention, an employee must sign a written agreement to complete a specified period of service with the District.

I. RED CIRCLE RATE: This provision refers to the rate of pay for an employee whose pay falls above the current maximum salary for the pay grade to which assigned, reclassified or transferred. Such employee(s) shall be placed on a salary freeze for a period not to exceed two (2) years and shall not be eligible for any general adjustment (COLA) given during the same period of time. During the two-year period, if the employee's rate of pay falls back within the assigned pay range, the freeze shall be lifted. If at the end of two years, the employee's pay rate still falls above the maximum of the pay range, that employee's pay rate shall be reduced to the maximum of the assigned position.

J. SALARY DECREASES:

1. When it becomes necessary to demote an employee for their inability or unwillingness to perform the assigned duties and essential functions of their position; that employee may also suffer a loss of pay. The amount of the pay reduction shall be determined on a case-by-case basis, but never below the newly assigned salary range.

   a) Salaries of all employees may be decreased uniformly and equitably for budgetary reasons upon the recommendation of the Executive Director and approval of the Board.

   b) Affected employees shall be given at least twenty-eight (28) days' notice.

   c) In no case shall a salary be reduced below the minimum rate in the salary range.

   d) Salary decreases may be made to classes of employees, when deemed necessary, in the following order:

      i. Emergency.

      ii. Temporary.

      iii. Limited Term.

      iv. Probationary.

      v. Limited Term.

      vi. Exempt.

      vii. Classified Regular.

2. **Classification Reduction.**

   a) An employee may, as the result of reorganization or when deemed in the best interest by his or her supervisor, receive a reduction from their current classification to a lower classification with no reduction in salary.

   b) The salary of an employee who voluntarily takes a classification reduction will be reduced but never below the newly assigned salary range.

K. OTHER SALARY ADJUSTMENTS:

1. When a promotion occurs, the appropriate pay rate upon promotion is determined in accordance with the classification level of the new classification.

   a) Promotions within the same classification level will result in a base pay rate increase to the minimum pay step of the new range, or up to a 5% increase if the employee's current pay rate exceeds the minimum of the new classification. The maximum pay range shall not be exceeded; the balance of the award must be taken in cash if the full amount exceeds the maximum pay range.

   b) Promotions from any lower level classification to any higher level classification will result in a base pay rate increase to the minimum pay step of the new range, or up to a 10% increase if the employee's current pay rate exceeds the minimum of the new classification. The maximum pay range shall not be exceeded; the balance of the award must be taken in cash if the full amount exceeds the maximum pay range.

   c) A higher or lower base pay rate may be authorized upon promotion by the Executive Director because of salary compaction; experience and qualifications; correction of salary inequities; or other valid reasons.

2. The salary of an employee who is laterally transferred to a comparable position shall remain the same unless the Executive Director finds cause for a salary increase due to any change in employment conditions.

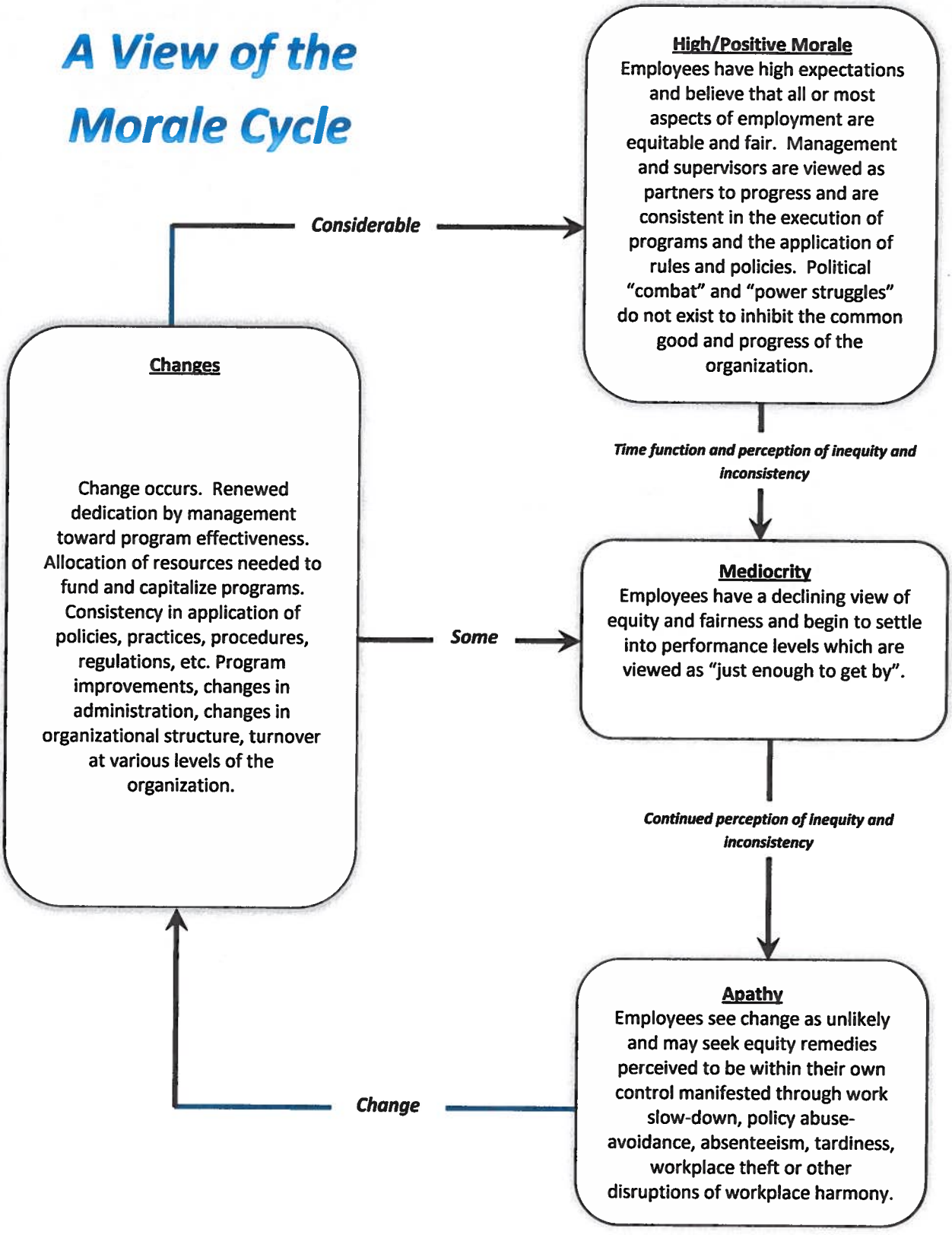
3. The salary of an employee who is re-employed after being called to military active duty in accordance with the provisions of such policy shall be at a rate equal to what the employee would have attained had the employee not been called to active duty.

L. TERMINATION PAY: When employees terminate, they shall be required to return all equipment and to clear all financial obligations involving their employment with the District prior to receiving their final paycheck. Any such obligation not cleared may be itemized and deducted from their final paycheck, consistent with IRS guidelines and/or state statute. Final paycheck, including compensation for all uncompensated hours worked, unused annual leave and overtime will be issued on the next regularly scheduled pay period following termination. If the Executive Director receives a written request for final payment, the final payment shall be issued within 24 hours from the date terminated.

The Executive Director may submit to finance/payroll the amount of termination pay to which the employee is entitled.

M. PAY ADVANCEMENT: The District will not make pay advances to employees.

A View of the Morale Cycle


High/Positive Morale
Employees have high expectations and believe that all or most aspects of employment are equitable and fair. Management and supervisors are viewed as partners to progress and are consistent in the execution of programs and the application of rules and policies. Political "combat" and "power struggles" do not exist to inhibit the common good and progress of the organization.
Considerable
Time function and perception of inequity and inconsistency
Changes
Change occurs. Renewed dedication by management toward program effectiveness. Allocation of resources needed to fund and capitalize programs. Consistency in application of policies, practices, procedures, regulations, etc. Program improvements, changes in administration, changes in organizational structure, turnover at various levels of the organization.
Some
Mediocrity
Employees have a declining view of equity and fairness and begin to settle into performance levels which are viewed as "just enough to get by".
Continued perception of inequity and inconsistency
Apathy
Employees see change as unlikely and may seek equity remedies perceived to be within their own control manifested through work slow-down, policy abuse-avoidance, absenteeism, tardiness, workplace theft or other disruptions of workplace harmony.
Change

Illustrative Performance Recognition Schedule- FY2014

	Performance Score		
	Performance Adjustment		
	Partially Meets Expectations	Meets Expectations	
Employee pay rate falls below pay plan maximum. Increases are added to the Base Pay.	0.00%	2.00%	
	Performance Adjustment Plus		
	Exceeds Expectations		
Employee pay rate falls below pay plan maximum and performance score is exceeds expectations.	3.50%		
	Performance Recognition - One Time Salary Distribution		
Employee pay rate falls at or above maximum. Award treated as a one time distribution and not added to the base pay.	Partially Meets Expectations	Meets Expectations	Exceeds Expectations
	$0	2%	3.50%

NCRTD
Job Description Index

FLSA Exempt	Department	Job Title	Job Code
Yes	ADMINISTRATION	EXECUTIVE DIRECTOR	100
Yes	ADMINISTRATION	FINANCE DIRECTOR	110
Yes	ADMINISTRATION	FINANCIAL ANALYST	115
No	ADMINISTRATION	FINANCIAL SPECIALIST	116
Yes	ADMINISTRATION	HUMAN RESOURCE/SAFETY & RISK ADMINISTRATOR	120
Yes	ADMINISTRATION	PUBLIC INFORMATION OFFICER	125
Yes	ADMINISTRATION	PROJECTS & GRANTS SPECIALIST	130
No	ADMINISTRATION	EXECUTIVE ASSISTANT	135
Yes	OPERATIONS	TRANSIT & FACILITIES OPERATIONS DIRECTOR	200
No	OPERATIONS	TRANSIT SHIFT SUPERVISOR	205
No	OPERATIONS	***TRANSIT DRIVER III/LEAD**	210
No	OPERATIONS	***TRANSIT DRIVER II**	211
No	OPERATIONS	***TRANSIT DRIVER I**	212
No	OPERATIONS	***CUSTOMER SERVICE REPRESENTATIVE II**	215
No	OPERATIONS	***CUSTOMER SERVICE REPRESENTATIVE I**	216
Yes	OPERATIONS	FLEET & FACILITIES MAINTENANCE MANAGER	220
No	OPERATIONS	FACILITIES MAINTENANCE SPECIALIST	225
No	OPERATIONS	FLEET & FACILITIES MAINTENANCE WORKER	226
No	OPERATIONS	ADMINISTRATIVE SPECIALIST	230

***= Union**

North Central
Regional Transit District
Job Description

Title:	Executive Director	**Code:**	**100**
Division:	Executive	**Effective Date:**	04/13
Department:	Administration	**Last Revised:**	

GENERAL PURPOSE

As Chief Executive Officer, provides overall leadership and direction. Performs a variety of professional **executive and managerial** duties related to planning, organizing, directing, coordinating, and controlling the development, expansion, maintenance and operation of the North Central Regional Transit District. Establishes annual goals and objectives, short and long range plans, and policies and procedures to ensure the policy direction of the NCRTD Board of Directors is carried out in an expeditious and cost-effective manner.

SUPERVISION RECEIVED

Works under the broad policy guidance and direction of the Board of Directors and is the sole employee of the Board of Directors.

SUPERVISION EXERCISED

As the Executive Director, provides leadership and direction to the Senior Management Team and serves as the top-level executive responsible and accountable for interpreting and carrying out the Board's directives. Provides general supervision to district managers and supervisors. Provides close to general supervision to immediate administrative professional, technical, and clerical staff.

ESSENTIAL FUNCTIONS

Exercises all authority, powers, or duties as prescribed by the NCRTD Board of Directors and as prescribed by statues and adopted Bylaw's; serves as administrative advisor and liaison to the Board of Directors and member entities as needed to inform and apprise on operational issues; provides technical insight and recommendations related to determining operational policies, goals and objectives; formulates implementation options and strategies, converts strategies to action plans with timetables and deadlines; evaluates district needs and formulates short and long range plans to meet needs in all areas of responsibility.

Participates in state, regional, and metropolitan transit and transportation planning processes; represents and supports the position of the Board majority while maintaining a professional and respectful relationship between the NCRTD staff and the Member governments in the NCRTD.,

Assists the Board in developing and maintaining positive relationships with the office of the Governor, the NMDOT, the New Mexico State Legislature, the New Mexico Congressional Delegation, and other key governmental agencies.

Plans, directs, coordinates and controls the activities of the district; determines work priorities and delegates assignments to subordinate personnel; develops guidelines and deadlines, supervises staff; provides quality assurance review of work in progress; assures that services delivered by departmental staff meet quality and timeliness standards; monitors and reports department activities through defined management assessment programs, metric measurement systems and related performance management methods.

Manages, directs and coordinates the development and implementation of the long range operating business plan of the District; ensures the financial accountability and appropriate record keeping and internal controls of the District; directs the preparation and development of District and departmental budgets and monitors fiscal controls to assure conformity with established financial constraints governed by capital funding program; monitors financial status through financial reporting system.

Identifies and secures long range funding with the assistance of the NCRTD Board of Directors; oversees and manages federal grant programs; assures compliance with granting authority regulations.

Manages transportation system improvement and development; manages property maintenance and purchasing, reviews and approves work orders.

Manages and performs the hiring and evaluating staff, overseeing the implementation of the service plan, conducts regular performance evaluations; makes decisions impacting employee status in the organization, including retention, advancement, discipline and termination.

Performs other related duties as required.

MINIMUM QUALIFICATIONS

1. Education and Experience:

   A. Graduation from college with a master's degree in business administration, public administration, or a related field;

   AND

   B. Ten (10) years of experience in a field directly related to above duties, four (4) years of which must have been in an executive level management capacity;

   OR

   C. An equivalent combination of education and experience.

2. Knowledge, Skills, and Abilities:

   Considerable knowledge of the political, sociological and economic complexities related to multi-jurisdictional cooperation and general operations; financial management practices; principles of human resources, collective bargaining, management and employee supervision; public or platform speaking, proposal development, creative writing and presentation skills; negotiation techniques; strong interpersonal group motivation and communication skills.

   Considerable skill in the art of diplomacy and cooperative problem solving.

   Ability to plan, coordinate, direct and supervise personnel; interpret laws, ordinances and regulations common to transit operations; manage operating records and prepare reports; to conduct necessary research and compile comprehensive reports; effectively utilize personal computer, including word processing, spreadsheet; establish and maintain effective and cooperative working relationships with District Employees, member entities and the general public; provide effective customer service; plan, organize and implement special events; coordinate activities with other groups and agencies; work independently and deal effectively with stress caused by work load and time deadlines.

3. Special Qualifications:

   Must possess a valid State of New Mexico driver's license with a satisfactory driving record. Must be able to work with no advance notice additional hours, evenings, on-call, holidays and weekends and be able to travel.

4. Work Environment:

   Incumbent of the position generally performs in a typical office setting with appropriate climate controls. Tasks require a variety of physical activities, generally involve moderate muscular strain, such as walking, standing, stooping, sitting, reaching and lifting. Must be able to lift 20 lbs. Regular talking, hearing and seeing required in the normal course of performing the job. Common eye, hand and finger dexterity required to perform some essential functions. Mental application utilizes memory for details, listening, verbal instructions, emotional stability, discriminating thinking and creative problem solving. Frequent travel required in normal course of job performance.

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I _____ have reviewed the above job description. Date:_____ _____

(Employee)

North Central Regional Transit District

Job Description

Title:	Finance Director	**Code:**	110
Division:	Finance	**Effective Date:**	04/13
Department:	Administration	**Last Updated:**	

GENERAL PURPOSE

Performs a variety of **professional, administrative and managerial** duties related to planning, directing, organizing, and controlling the financial operations of the District, including, accounting, revenue, debt, investments, payroll, budget, financial analysis, performance reporting, and grants administration in accordance with District policies and procedures. This is an "At-Will" classification which means the Finance Director serves at the will of the Executive Director and may be removed at any time without cause, notice, or right of appeal.

SUPERVISION RECEIVED

Works under the general supervision of the Executive Director.

SUPERVISION EXERCISED

Provides close to general supervision to Financial Analyst and Financial Specialist.

ESSENTIAL FUNCTIONS

Financial Management: Provides financial guidance in day-to-day and long term financial operations; responsible for the accuracy and legal performance of the District's financial transactions and administration; manages governmental accounting functions; directs and prepares District-wide budget; coordinates budget development process with Executive Director and various District department heads; forecasts revenues and expenditures.

Creates, integrates, and evaluates the financial programs and supporting information systems of the District to include budgeting, accounting, payroll, audit, grants administration, debt, investments, performance reporting, revenue and all related finance operations; oversees the monitoring of complex financial analyses.

Coordinates the development of the District's annual budget and develops financing plans for future projects. Develops department budget and assists and coordinates the review of Districts department budgets with department heads. Reviews legislative proposals for potential financial impacts on the District.

Investment Administration: Oversees the monitoring, maintenance, and management of the Districts investments to ensure optimum yields consistent with the Board approved Investment policy.

Coordinates the preparation of financial statements, financial reports, special analyses and informational reports. Keeps apprised of laws, regulations and financing methods that address the district's funding requirements and obligations. Ensures compliance with state and federal reporting requirements for budgets, audits and other financial documents; inclusive of but not limited to GASB, FASB, NM Office of the State Auditor, and NM Department of Finance Administration.

Procurement Administration: Oversees District-wide procurement practices; assures proper competitive pricing and bidding for contracts, services, and purchases; oversees the ongoing education and training of District staff related to procurement policy, practices and procedures. Interactive with outside vendors/contractors related to RFP's, RFQ's, etc. during the process of bidding and notice of award.

Grant Administration: Oversees grant, financial and statistical reporting function with appropriate agencies at the State and Federal level. Initiating and updating grant applications and financial reporting in the TEAM Web system. Interact with partnering Pueblos for Tribal federal grant administration, inclusive of but not limited to detail of funds for reimbursement and invoicing.

Quality Control & Auditing: Reviews recommended contractor proposals for financial soundness. Manages complex data analysis projects, oversees the maintenance of related records systems and databases for financial tracking, reporting, and research purposes, and administers complex programs and assigned projects to Finance staff. Administers internal audit worksheets and analysis and determines areas of concern and internal control gaps where needed.

Coordinates annual external audit; directs and coordinates various closing functions; serves as internal auditor. Prepares and presents periodic and annual financial statements summarizing the fiscal condition and projections for the District.

Fixed Asset Management: Maintains and monitors records of inventory of equipment purchased by the District and records necessary to prepare required reports. Manages and updates fixed asset record keeping system; performs fixed asset accounting and maintains accurate life of equipment for depreciation purposes; tracks all new purchases, all inter-departmental transfers, and all property disposals for all departments; prepare and tracks special database on sensitive items inventory; prepares ad-hoc reports on fixed assets for individual department requests; Conducts or directs annual physical inventory and ongoing inventories by department of types of equipment of all District assets as well as work with individual department heads to spot check inventories throughout the year.

Conducts capital asset audits in compliance with state, federal and GASB standards and NCRTD's Fixed Asset and Inventory policy and procedures; monitors and assists finance and purchasing staff with internal controls, internal auditing and assures accurate posting of asset data.

General Operations & Administration: Performs as an integral member of the Senior Leadership Team to ensure effective interfaces and integration of activities with other organizational units.

Establishes departmental direction through objectives and programs in conjunction with goals set by the Executive Director. Develops finance department policies and procedures. Manages department to ensure adherence to organization's policies, procedures, and standards as well as productivity and utilization of all staff in the District.

Recruit, hires, trains, supervise and evaluates department staff. Oversees performance management and administers performance evaluation of department staff including preparing and monitoring individual staff and department goals.

Manages the work of staff including coaching staff for improvement and development, training, assigning, reviewing and evaluating work performance; coordinating activities, maintaining standards, allocating personnel, selecting new employees, acting on employee compliance issues and recommending and implementing employee discipline.

Monitors staff compliance with District's policies and procedures; as well as local, state and federal rules and regulations. Ensures the proper maintenance of employee record's and department statistics related to assigned operations. Conducts special projects, performs analyses and develops plans as requested by Executive Director. Prepares Board reports and other reports as needed. Assist with special projects as required, and other duties as assigned.

Represents the District externally to other governmental agencies, funding agencies, stakeholders and the general public as requested. Makes oral and written presentations to senior staff, Board of Directors and outside agencies and organizations as needed in relation to the financial structure of the District.

Guards the District against theft or fraud through the establishment of internal controls and other mechanisms. Manages complex data analysis projects, oversees the maintenance of related records systems and databases for financial systems.

Performs related duties as required.

MINIMUM QUALIFICATIONS

1. Education and Experience:

   A. Graduation from college with a bachelor's degree in accounting, finance, business administration or related;

   AND

   B. Eight (8) years of progressively responsible experience related to above duties; that includes at least three (3) years supervision of professional and clerical staff.

2. Knowledge, Skills, and Abilities:

   Thorough knowledge of principles, laws, rules and regulations relating to transit operations and practices related to government finance, accounting and budgeting; accounting principles practices and procedures (GFOA, GAAFR, GAAP, FASB and GASB); public finance and fiscal planning; public organizations and department operations including applicable laws and regulations; internal control principles and methods of application; budgeting, accounting and related statistical procedures; various revenue sources available to public agencies including state and federal sources; local investment options and opportunities; general office maintenance and practices; basic personnel management practices and procedures; computer accounting spreadsheet applications and various software financial programs; business and technical writing; operation of standard office equipment; debit and credit accounts and General Ledger and advanced accounting; interpersonal communication skills and telephone etiquette; public relations. **Considerable knowledge of** principles of management, supervision and employee motivation.

   Considerable skill in the art of diplomacy and cooperative problem solving; leadership and organizational behavior management; establishing and maintaining effective working relationships with State, Federal, and other local officials, elected officials, subordinate staff, and District residents; coordinating flow of information and communication between staff, consultants, committees, and Board of Directors; the operation of PC Computer, calculator, fax machine, copy machine, telephone.

   Ability to maintain strict confidentiality of all privileged documents and information; communicate financial information in a clear and concise manner; conduct self in an appropriate manner as a representative of the District, working effectively in a diverse work environment; apply District's financial regulations and to prepare and administer an annual budget; analyze and interpret financial information and prepare accurate financial statements; be public service oriented with tactful and effective conflict resolution skills; make effective oral presentations to staff, committees and the Executive Board; establish and maintain effective work relationships with a variety of groups and individuals; have a creative, inquiring and innovative manner willing to explore new approaches, implement new methods, and be receptive to suggestions of others; plan and supervise the work of subordinate staff including coordinating, prioritizing, assigning, monitoring, and evaluating work; hiring, training, counseling, and disciplining staff; and processing grievances; analyze and recommend solutions to complex operational and personnel problems and issues; make sound decisions, establish and maintain procedures for effective daily operation of the finance department; operate a computer including word processing, spread sheet and data base applications; perform basic mathematical calculations; develop and monitor a department and divisional budgets and establish budgetary controls; prepare concise and effective written communications;

manage multiple projects and operations simultaneously; work independently under time deadlines and within project budget; maintain credibility while balancing competing demands within the District; build and maintain effective working relationships with those contacted in the course of work using principles of good customer service; make public presentations and communicate effectively both orally and writing; establish and maintain effective and cooperative working relationships with District Employees, member entities and the general public; effectively manage time and work to meet deadlines exercise independent judgment in the analysis and solution of complex problems and issues.

3. Special Qualifications:

Must be bondable. CPA (Certified Public Accountant), CGFM (Certified Government Financial Manager) or CPFO (Certified Public Finance Officer) is highly desired.

4. Work Environment:

Typical office setting with typical climate controls. Tasks require a variety of physical activities such as walking, standing, stooping, sitting, reaching, which may involve light muscular strain. Job functions normally require talking, hearing and seeing. Common eye, hand, finger dexterity required for most essential functions. Mental application utilizes memory for details, verbal instructions, emotional stability, discriminating thinking and creative problem solving.

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I _____ **have reviewed the above job description. Date:**_____

(Employee)

North Central
Regional Transit District
Job Description

Title:	Financial Analyst	**Code:**	**115**
Division:	Finance	**Effective Date:**	**04/13**
Department:	Administration	**Last Updated:**	

GENERAL PURPOSE

Performs a variety of **working level professional financial analysis** work in the development, implementation, and management of the district budget, applying fundamental budgetary concepts, practices, and procedures ; maintains the accuracy of the District's ledger financial system; applies accepted accounting principles and procedures to analyze financial information, prepares accurate financial reports, and ensures appropriate accounting internal control procedures.

SUPERVISION RECEIVED

Works under the general supervision of the - Finance Director.

SUPERVISION EXERCISED

None.

ESSENTIAL FUNCTIONS

Accounting & Finance Functions: Performs a variety of technical and moderately difficult to complex accounting duties in the preparation, maintenance and processing of accounting records and financial transactions including accounts payable, accounts receivable, payroll functions, HR benefits administration, purchasing and budgetary functions.

Reviews documents and verifies accounting entries to ensure accuracy of information and calculations for each account of record; maintains the necessary records/files to support transactions related to area of assignment; ensures proper coding of the general ledger account, verifies, accounts payable entries, billing, cash receipts, and -adjusting journal entries.

Assist in preparation of year-end closing; monitors cash flow and cash requirements; participates in financial audits—compile and prepare supporting schedules, work papers and financial reports requested by Finance Director and external auditors

Prepares, codes, and inputs entries into the District's accounting/payroll systems; compiles and prepares computerized reports/spreadsheets based on District, state, or federal requirements related to area of assignment.

Plans and carries out budget procedures, including monthly monitoring of department expenditures and revenues and communicating monitoring status to management; provides information to District staff.

Analyzes and monitors fiscal records; analyzes financial, and statistical data and makes recommendations on the basis of conclusions derived from such analyses; prepares computerized reports and spreadsheets; analyzes and verifies monthly financial reports related to area of assignment; adheres to department audit and control procedures; ensures accurate general ledger reporting.

Assists departments in the preparation of department and division budgets and budget materials; assists in the development of multi-year forecast estimates for division expenditures and revenues; responds to inquiries of staff and administration regarding District financial policies and procedures for the purpose of providing information and direction to the inquiry; ; assists with special studies that require data compilation; analyzes and interprets information in oral and written presentations.

Assists in the fiscal evaluation of proposed legislation/Executive Board proposals; research and respond to budget surveys; assists in the preparation of operating budgets, revenue and expense projections, - and other specialized financial reports and analyses; prepares technical details of the annual District budget; reviews current conditions of approved budgets and expenditures for possible discrepancies.

Tracks and reports Transit Gross Receipts Tax and federal grant revenue; posts accounts payable and payroll batches, budget transfers, budget loads and journal voucher entries; prepares budget transfers and ensures that transfers are made in an accurate and timely manner.

Develops and recommends modifications to the procedures, process or on-line budget and other financial systems; participates in the District's transit performance measurement and reporting and cost allocation system; ensures strict confidentiality of financial records.

Analyzes and verifies monthly financial reports related to various assignments; recommends various departmental audit control procedures; ensures accuracy of general ledger reporting; reviews transactions to ensure proper coding of organizational accounts, projects, accounts payable, billing, cash receipts and general ledger entries; assists to monitor fixed asset status.

Provides budgetary and financial advice to Executive Director, Finance Director and other program managers on budget related matters, such as funding availability, effects of budget changes, status of use of funds, etc.

Performs pre-audits of all payment packets (accounts payable) for the purpose of ensuring accuracy and appropriateness prior to payment in compliance with District and state/federal FASB/GASB rules, guidelines and statutes.

Reconciles federal grant revenues and expenditures; prepares drawdowns for federal grants; prepares a variety of monthly, quarterly, periodic and annual financial, budget and statistical reports.

Coordinate activities of payroll; review payroll account reconciliations; oversee the maintenance of current employees data systems; manage and resolve issues relating to payroll production; monitor the accurate processing of staff hiring's, promotions and terminations; prepares federal and state payroll tax reporting and payments; adhere to HR/payroll policies and procedures; and support all internal and external audits related to payroll.

Assists with special projects as required and other duties as assigned.

MINIMUM QUALIFICATIONS

1. Education and Experience:

   A. Graduation from college with a bachelor's degree in accounting, finance, business administration or related;

   AND

   B. Four (4) years of progressively responsible experience related to above duties;

2. Knowledge, Skills, and Abilities:

   Thorough knowledge of -policies and procedures pertaining to the work of assigned department; -principles and practices of basic to advanced accounting, finance, or budgeting; -budget funding sources and local governments in general; -computer software systems related to accounting, budgeting, and payroll systems; -modern office procedures, methods, and procedures; -personal computer word processing/spreadsheet software in a Windows environment; -pertinent governmental accounting standards and regulations; -pertinent District functions, policies, rules and regulations. **Considerable knowledge of** principles, laws, rules and regulations relating to transit operations and practices related to government finance, accounting and budgeting; accounting principles practices and procedures (GFOA GAAFR, GAAP and GASB); public finance and fiscal planning; internal control principles and methods of application; budgeting, accounting and related statistical procedures; general office maintenance and practices; computer accounting applications and various software financial programs; business and technical writing; operation of standard office equipment; mathematics and advanced accounting; interpersonal communication skills and telephone etiquette; public relations.

   Skill in the art of diplomacy and cooperative problem solving; establishing and maintaining effective working relationships with state, federal, and other local officials, elected officials, subordinate staff, and District residents; the operation of PC Computer, calculator, fax machine, copy machine, telephone.

   Ability to maintain strict confidentiality of all privileged documents and information; contribute to a team effort and accomplish related results as required; communicate financial information in a clear and concise manner for policy makers; conduct self in an appropriate manner as a representative of the District, working effectively in a diverse work environment; apply District's financial regulations; analyze and interpret financial information and prepare accurate financial statements; be public service oriented with tactful and effective conflict resolution skills; make effective oral presentations to staff, committees and the Executive Board; establish and maintain effective work relationships with a variety of groups and individuals; communicates effectively both orally and in writing.

3. Special Qualifications:

   CPA (Certified Public Accountant), CGFM (Certified Government Financial Manager) or CPFO (Certified Public Finance Officer) is highly desired.

4. Work Environment:

   Typical office setting with typical climate controls. Tasks require a variety of physical activities such as walking, standing, stooping, sitting, reaching, which may involve light muscular strain. Job functions normally require talking, hearing and seeing. Common eye, hand, finger dexterity required for most essential functions. Mental application utilizes memory for details, verbal instructions, emotional stability high level of work ethic, discriminating thinking and creative problem solving.

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I _____ **have reviewed the above job description. Date:**_____

(Employee)

North Central Regional Transit District

Job Description

Title:	Financial Specialist	**Code:**	**116**
Division:	Finance	**Effective Date:**	**04/13**
Department:	Administration	**Last Updated:**	

GENERAL PURPOSE

Performs a variety of **para-professional and complex clerical/fiscal** duties as needed to expedite various financial operations of the District, including, accounting, banking, payroll, contract tracking, leave accounting, accounts receivable and/or accounts payable in accordance with District policies and procedures.

SUPERVISION RECEIVED

Works under the general supervision of the Finance Director.

SUPERVISION EXERCISED

None.

ESSENTIAL FUNCTIONS

Performs various day-to-day technical and moderately difficult to complex accounting duties; which include monitor and posting of financial and bookkeeping details as needed to ensure accuracy of financial records and transactions; responsible for the monitoring of NCRTD Contracts;; verifies expense reimbursements; performs research and assists to reconcile discrepancies on GL Accounts.

Assists with recording keeping and maintaining staffing records; processes time sheets and records leave accrual and usage; may generate periodic reports documenting leave account balances and usage patterns; coordinates District Staff leave slips and timesheets; prepare payroll checks for distribution/file timesheets in payroll files on a bi-weekly basis; files finance & administrative files, scan all official documents, enter insurance information into the system and send all correspondence to the appropriate agencies for insurance and benefits; point of contact for agency insurance billing, PERA and risk management, prepare and file the RIO reports (on-line) with PERA to ensure that employees pensions, prepare and process all payroll liabilities, (PERA, GSD, Deferred Comp, i.e.).

Assist in yearly audit by providing supporting documentation when requested by auditors; conducts records research and organizes various files as needed to complete orderly internal and external audits.
Assists the Finance Director with assigned worksheets in relation to internal audits as assigned but not limited to internal controls, inventory, contracts, etc.
Assists with the procurement process; may receive and perform initial review of bids as well as maintaining and verifying proper amount of bids and compliance with bid specifications; prepares/files documents into appropriate vendor files; assistance in tracking/ensuring purchase orders are issued in a timely manner. Maintaining and verifying contracts and W-9's in relation to the vendor file.

Performs a variety of technical and complex accounting duties in the preparation, maintenance and processing of accounting records and financial transactions including accounts payable, accounts receivable, payroll functions, and ; performs reconciliation of records and/or accounts of assigned function.

Reviews documents and verifies accounting entries to ensure accuracy of information and calculations for each account or record; maintains the necessary records/files to support transactions related to area of assignment; prepares, codes, and inputs entries into the District's accounting/payroll systems; assists and prepares computerized reports/spreadsheets based on District, state, or federal requirements related to area of assignment.

Assists to monitor budget procedures, including monthly monitoring of department expenditures and communicating monitoring status to management; provides information to District staff.

Builds and maintains positive working relationships with District employees and the public using principles of good customer service;

Track and monitor all fixed assets, tag all fixed and security assets, enters information onto accounting software to report and track the depreciation of the assets.

Serve as back up to the Administrative Assistant when he/she is out of the office. Also assist with the bilingual interpretation when the public comes with bus scheduling questions.

Assists with special projects as required and other duties as assigned.

MINIMUM QUALIFICATIONS

1. Education and Experience:

   A. Graduation from college with an associate's degree in accounting, finance, business administration or related;

   AND

   B. Four (4) years of progressively responsible experience related to above duties;

   OR

   C. An equivalent combination of education or experience.

2. Knowledge, Skills, and Abilities:

   Considerable knowledge of bookkeeping and general accounting techniques most appropriate to computerized systems; personal/mainframe computer operations and applications. **Working knowledge of** laws and regulations governing accounting responsibility and payroll processing; acceptable purchasing procedures, bidding requirements and related regulations; general office management; inter-personal communication skills.

   Skill in the operation of computer terminal and data entry equipment.

   Ability to to maintain strict confidentiality of all privileged documents and information; communicate financial information in a clear and concise manner for policy makers; conduct self in an appropriate manner as a representative of the District, working effectively in a diverse work environment; work quickly and accurately with numbers; perform advanced mathematical computations; operate various types of office equipment such as adding machine, typewriter, etc.; work under time pressures in meeting deadlines; communicate effectively and verbally and in writing; develop and maintain effectively working relationship with elected officials, professionals, the public and fellow employees.

3. Special Qualifications:

   None.

4. Work Environment:

   Employee works in a typical office setting with typical climate controls. Tasks require a variety of physical activities such as walking, standing, stooping, sitting, reaching, which may involve light muscular strain. Job functions normally require talking, hearing and seeing. Common eye, hand, finger dexterity required for most essential functions. Mental application utilizes memory for details, verbal instructions, emotional stability, discriminating thinking and creative problem solving.

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I _____ **have reviewed the above job description. Date:**_____

(Employee)

North Central Regional Transit District

Job Description

Title:	Human Resources/Safety and Risk Administrator	**Code:**	120
Division:	Executive	**Effective Date:**	04/13
Department:	Administration	**Last Revised:**	

GENERAL PURPOSE

Performs a variety of **professional and technical administrative** duties related to planning, organizing, directing, coordinating and implementing a district human resources (HR), occupational health and safety and risk mitigation programs. This is an "At-Will" classification which means the Human Resources/Safety and Risk Administrator serves at the will of the Executive Director and may be removed at any time without cause, notice, or right of appeal.

SUPERVISION RECEIVED

Works under the policy guidance and direction of the Executive Director.

SUPERVISION EXERCISED

Provides functional supervision to district staff, supervisors and managers engaged in the day-to-day compliance with HR policies.

ESSENTIAL FUNCTIONS

Human Resources: Manages all aspects of the district Human Resource Management functions; develops and implements personnel policies; recommends and implements guidelines and practices; oversees personnel file management; assures completeness and confidentiality of HR records; monitors and assures district-wide compliance with federal and state statutes; solicits legal opinions in matters of liability; investigates alleged violations of law and HR regulations. Serves as the District's Equal Employment Opportunity (EEO) Officer.

Manages district recruitment and selection processes; conducts formal recruitments for vacant and created positions; determines testing procedures and successive hurdles; monitors and verifies appointments are made in accordance with established policies and procedures; may direct the administration of selection tests to applicants.

Develops and implements new staff orientation program; oversees, develops and implements ongoing mandatory staff training for all staff, i.e., code of conduct, sexual harassment, accident reporting, drugs in the workplace, conflict of interest, etc.; provides training and staff support to supervisors.

Assists department heads and supervisors in the development and implementation of communication, recognition, training and incentive programs; assists employees to resolve work related problems; develops working relationships with community professionals as needed to secure special employee assistance.

Oversees general employee relations processes; monitors application of policies to assure fair and consistent treatment of employees, i.e., recruitment, selection, compensation, advancement, etc.; resolves complex issues related to compensation, discipline and discharge; administers district grievance process; administers proactive employee relations program, promotes harmony among workers and resolves grievances; coordinates the appeals and grievance hearing.

Plans and directs implementation and administration of benefits programs designed to insure employees against loss of income due to illness, injury, layoff, or retirement; directs preparation and distribution of written and verbal information to inform employees of benefits programs such as insurance plans, pension plans, paid time off, and special employer sponsored activities; analyzes existing benefits policies; acts as benefit plan administrator; reviews and researches changes in IRS rules and regulations affecting district benefit operations and programs.

Oversees agency compensation programs and system; conducts internal and external studies to assure pay equity and market competitiveness; directs overall performance evaluation program through department heads and supervisors; administers and interprets district merit system; develops and implements personnel management rules as required by law; monitors leave practices, overtime practices, etc.; monitors employee pay progression based upon established policy and practice.

Approves personnel actions and manages record keeping functions related to insurance coverage, pension plan, and human resource transactions such as hires, promotions, transfers, performance reviews, and terminations; directs or performs the preparation of employee separation notices and related documentation, and conducts exit interviews to determine reasons behind separations; prepares reports and recommends procedures to reduce absenteeism and turnover.

Manages district efforts to maintain a drug-free workplace; promotes drug free lifestyles to assure employee, co-worker and general public safety; conducts employment pre-offer and post-offer drug screenings; coordinates and conducts random drug testing of workforce to assure compliance with ordinance and various state and federal regulations.

Workers Compensation: Establishes and maintains working relationships with state workers compensation fund administrators and self-insurance provider; ensures timely submission on-the-job accidents and incidents; may conduct initial investigation into reported accidents; coordinates with insurance carriers for "coordination of benefits" as appropriate.

Risk & Safety: Participates as a member of an executive committee; contributes to the collective assessment and development of planning, coordination and problem solving; assists in the formulation of strategies for the implementation and accomplishment of goals and objectives; designs a safety program consistent with OSHA requirements that sets up processes to mitigate accidents and work-related injuries; conducts regular safety audits of district facilities and operations.

Assists with the processing of worker's compensation claims; may monitor number, type and cost of claims; may perform employee follow-up to schedule timely return of worker to the job; assists to prepare reports and submits to Workers Compensation insurance carrier as required.

Insurance & Liability: Establishes ongoing working relationships with insurance providers including, property liability, vehicle liability, errors and omissions and general liability coverage; monitors insurance provider handling of various claims; assists in the tracking and documentation of claim information; may offer testimony in court cases as needed.

Performs related duties as assigned.

MINIMUM QUALIFICATIONS

1. Education and Experience:

   A. Graduation from college with a bachelor's degree in human resource management, public administration or a related field;

   AND

   B. Four (4) years of progressively responsible work experience creating, implementing, or delivering training and organizational development programs, human resources, risk administration, safety management or related field;

2. **Considerable knowledge of** human resource management theory, methods, and practices; the legal environment related to human resource management, i.e., FLSA, FLMA, ADA, EEO, COBRA, etc.; benefit, retirement, and compensation laws and guidelines; employee classification, compensation and benefits, recruitment, selection, training, and labor relations; departmental operations including applicable laws and regulations; principles of supervision, including evaluation and motivation; federal and state laws as they apply to human resource management practices; benefit programs, state and federal, i.e., FSA's, HAS's, pension options, etc.; benefit costing procedures; training methods; basic computer operation. **Working knowledge of** budget development and fiscal accounting principles, practices and procedures; risk management and safety practices.

   Considerable skill in the art of diplomacy and cooperative problem solving; leadership and organizational behavior management; establishing and maintaining effective working relationships with State, Federal, and other local officials, elected officials, and subordinate staff. Skill in the operation of PC Computer, related software, calculator, fax machine, copy machine, telephone.

   Ability to communicate effectively, verbally and in writing; prepare and analyze comprehensive reports; maintain quality work production while dealing with deadline pressures imposed from within and without the division; make basic decisions where established procedures do not always apply; perform complex mathematical computations; operate personal computer and apply various program applications related to word processing, spread sheets and desktop publishing; develop effective working relationships with supervisor, fellow employees, and the public.

3. Special Qualifications:

   Professional certification as PHR or SPHR is required.

4. Work Environment:
   Incumbent of the position performs in a typical office setting with appropriate climate controls. Tasks require variety of physical activities, not generally involving muscular strain, such as walking, standing, stooping, sitting, reaching, talking, hearing and seeing. Common eye, hand, finger dexterity required to perform essential job functions but may be accommodated. Mental application utilizes memory for details, verbal instructions, emotional stability, discriminating thinking and creative problem solving.

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I _____ have reviewed the above job description. Date:_____ _____
(Employee)

North Central Regional Transit District

Job Description

Title:	Public Information Officer	**Code:**	125
Division:	Public Information	**Effective Date:**	04/13
Department:	Administration	**Last Revised:**	

GENERAL PURPOSE

Provides a variety of **complex professional, technical and administrative duties** related to promoting media relations, employee communications, and community relations to enhance public awareness of NCRTD operations, services and programs. Plans, organizes and coordinates a variety of marketing activities which involves the development and design of promotional and informational and educational materials. Acts as the NCRTD spokesperson.

SUPERVISION RECEIVED

Works under general supervision of the NCRTD Executive Director.

SUPERVISION EXERCISED

May provide functional supervision to assigned administrative support staff on a project-by-project basis.

ESSENTIAL FUNCTIONS

Provides professional support to the Executive Director by developing methods and materials to promote District activities and events; assist District departments with communication needs and projects; assists in the preparation of budget recommendations; manages marketing and related budget allocations and ensures compliance with established fiscal guidelines.

Responsible for focusing on the strategic positioning of the District's image and brand; performs a variety of marketing, communication and production activities for the North Central Regional Transit District; provides leadership in developing, directing and coordinating efforts to increase the public and community support for public transportation.

Plans, develops, organizes and coordinates district wide community outreach and information programs; develops marketing campaigns and advertising; determines appropriate use of promotional/educational materials; handles multiple facets of public and media relations and marketing using print, broadcast, digital and internet/email applications to achieve optimum results and cost control; writes and produces press releases, public service announcements, white papers, newsletters, brochures, annual report and other educational / promotional materials; oversees speech writing activities and the development of presentations.

Coordinates and plans cooperative production, programming or special events efforts; provide ongoing marketing and advertising to the member agencies and district customers; assists in the strategy, organization, coordination and implementation of inter-agency activities and programs; initiates public outreach; develops and conducts opinion surveys for internal and external customer and constituent perceptions to improve the effectiveness of the District's customer and visitor interface as well as collect information for District initiated programs and policies.

Represents the Executive Director and District in a variety of capacities as assigned and serve as a member of various teams and committees; may serve as a member of an executive management team; serves as liaison with media and press, community and advocacy groups and elected officials and their staffs as directed by Executive Director; Technical representative to related local, regional, and statewide planning agencies and marketing groups; performs outreach to key and diverse constituencies to support public transit.

Responsible for promoting the District at such venues as trade shows, expositions, community events, job fairs, etc.; attends meetings; write guest columns and letters to newspaper editors.

Work with the Executive Director in responding to requests from constituents, customers, media and elected officials and their staffs; processes and follows up on inquiries, complaints and comments from the public that are not easily solved/resolved by contact with a single person/entity; pursues resolution within the established guidelines of the District; may make recommendations effecting change in programs, policy and established practice, i.e., "Crisis Communication Plan" and "Media Relations Guidelines".

Serves as Web Master; manages the content, layout and functionality of the District web site; maintains working relationship with 3rd-party server host; develops internal and external District communications, including newsletters, brochures, website, advertising and press releases; plans and develops District's use of technology to improve communications to the public; works with departments to promote District programs.

Operates personal computer and various software applications, i.e.; Microsoft Office (Excel, Word, Access, Power Point) Adobe Illustrator, PhotoShop, PageMaker, Scheduler Plus or other scheduling software, etc., as needed to establish databases, communication documents, illustrations and publications;

Performs other related duties as required.

MINIMUM QUALIFICATIONS

1. Education and Experience:

   A. Graduation from an accredited college or university with a Bachelor's degree in Marketing, Communication's, Journalism, Public Relations or a closely related field;

   AND

   B. Five (5) years of verifiable professional public information, marketing, advertising, public education and outreach and event planning experience with the utilization of a wide variety of media;

   OR

   C. An equivalent combination of education and experience

2. Knowledge, Skills and Abilities:

Considerable Knowledge of contemporary marketing and public information principles, practices and techniques; media industries in the District service area; advertising, marketing and public relations practices and techniques; Advertising strategies and campaigns; principles of design and layout techniques; public or platform speaking, proposal development, creative writing and presentation skills; organizational politics; negotiation techniques; strong interpersonal group motivation and communication skills; principles of salesmanship; desktop publishing. **Working knowledge of** photography and typography; principles and practices of public information records management.

Considerable skill in the art of diplomacy and cooperative problem solving. **Skill in** using personal computers and applicable software applications including spreadsheets, publishing and data base programs; operating audio visual equipment; public speaking; developing, coordinating and delivering public information materials for District programs and activities; responding to requests and inquiries from media and the general public; math skills; English and grammar skills; methods and techniques of researching and interpreting data and information.

Ability to draft reports, documents and agreements; analyze a variety of program issues and problems and make recommendations; Develop creative ideas in relation to public information projects; develop and implement marketing plans; organize and coordinate advertising programs; promote existing, new and special transit services; design and develop a variety of promotional, information and educational materials; demonstrate proficiency in the use of various software applications, i.e., MS Word, Excel, Outlook, PowerPoint, Adobe, Publisher and/or other design software; maintain expenditures within budget constraints; negotiate and coordinate contract services; prepare, edit and proofread written materials; make public presentations and communicate effectively both orally and writing; establish and maintain effective and cooperative working relationships with District Employees, member entities and the general public; provide effective customer service; plan, organize and implement special events; coordinate activities with other groups and agencies; work independently and deal effectively with stress caused by work load and time deadlines.

3. Special Qualifications:

Must possess a valid State of New Mexico driver's license with a satisfactory driving record. Must be able to work with no advance notice additional hours, evenings, on-call, holidays and weekends and be able to travel.

4. Work Environment:

Incumbent of the position generally performs in a typical office setting with appropriate climate controls. Tasks require a variety of physical activities, generally involve moderate muscular strain, such as walking, standing, stooping, sitting, reaching and lifting. Must be able to lift 20 lbs. Regular talking, hearing and seeing required in the normal course of performing the job. Common eye, hand and finger dexterity required to perform some essential functions. Mental application utilizes memory for details, listening, verbal instructions, emotional stability, discriminating thinking and creative problem solving. Frequent travel required in normal course of job performance.

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I _____ have reviewed the above job description. Date:_____ _____

(Employee)

North Central Regional Transit District

Job Description

Title:	Projects & Grants Specialist	**Code:**	130
Division:	Executive	**Effective Date:**	04/13
Department:	Administration	**Last Revised:**	

GENERAL PURPOSE

Perform a variety of **professional and technical administrative duties** related to analyzing, evaluating, planning, and coordinating overall transit services and infrastructure of the NCRTD.

SUPERVISION RECEIVED

Work under general supervision of the Executive Director.

SUPERVISION EXERCISED

None.

ESSENTIAL FUNCTIONS

Coordinate major special operational and/or administrative projects including service restructuring plans and activities related to service changes; direct or perform studies of transit routes and service plans; create and coordinate production of transit schedules; monitor and maintain the schedule integrity of the transit system; assess and implement services changes; conduct cost analysis for new and existing routes; perform complex data analysis and analyze performance data.

Coordinate special projects including District's compliance with the Americans with Disabilities Act, Title VI, Federal and State compliance and Para-transit and demand services evaluations.

Perform grant research, prepare and submit applications, monitor compliance with grant specifications and conditions; prepare and submit various financial reports as required by grantors; coordinate interdepartmental contributions to various projects including Operations, Finance and the Public Information Office.

Identify and research the sources of funding and prepare applications and amendments and monitor and comply with funding requirements.

Prepare Requests for Qualifications and Requests for Proposals to solicit service for the NCRTD. Ensure Federal, State, and Agency Procurement Code is followed. Assess and evaluate RFP/RFQ responses, participate in the decision–making process.

Review approved service plans, evaluate and design new and existing bus routes. Review of existing routes should include route effectiveness, safety and functionality along with economic performance; develop, track, and analyze District system performance measures.

Track and record ridership on all routes as well as total annual ridership for monthly reporting, analyze ridership information reported by each driver on their daily route tally sheet. Ensure that all reports are turned in for tabulation and inclusion in statistics; prepare appropriate monthly statistical reports including illustrative information on each route, ridership performance, as well as total annual tracking for reporting to Executive Director and Board.

Evaluate customer, board member and public requests for service changes; facilitate Tribal subcommittee meetings and act as Tribal liaison. May represent the District at various stages in the regional transportation planning process with the Northern Pueblos Regional Planning Organization and the Santa Fe Metropolitan Planning Organization. Guide decisions regarding the provision of the transit services with insight into operational/functional impacts; prepare analysis and appropriate responses; support activities related to the development of transit/transportation plans and programs, support strategic planning and the development and implementation of short term and long range goals.

Perform tasks associated with Federal and State reporting requirements which include (but not limited to) NTD and Rural Transit Data reports, DBE reports, grant/funding progress reports, etc.

Coordinate with Operations Department and Public Information Office to develop plans to promote new routes and major changes that offer the greatest opportunity for increased ridership.

Conduct special projects, perform analyses and develop plans as requested by Executive Director; prepare Board reports and other reports; utilize AVL/CAD software to generate, analyze and prepare management assessments as needed; act as DBE liaison; prepare and manage the Agency's Title VI policy.

Perform other related duties as required.

MINIMUM QUALIFICATIONS

1. Education and Experience:

   A. Graduation from college with a bachelor's degree from an accredited college or university in Transportation, Public Administration, Transportation Planning, Business Administration or other related field;

   AND

   B. Three (3) years of (full-time equivalent) verifiable professional transit planning or related operational or administrative experience;

   OR

   C. An equivalent combination of education and experience.

2. Knowledge, Skills and Abilities:

Considerable knowledge of transit service planning and in-transit scheduling; manual and automated schedule making, run cutting techniques and rostering; methods and techniques of researching and interpreting data and information; transit planning and transit scheduling including transit demand modeling; multi-modal networks and alternative transit modes; principles and practices of public transit systems; federal and state funding sources related to transit; statistical methods and proficiency with related software. Some knowledge of socioeconomic data collection and analysis methods; forecasting and modeling processes; GIS software and mapping methods and practices including buffering, spatial joining and geo-processing; traffic data collection and management; travel model and emission model concepts.

Skill in the art of diplomacy and cooperative problem solving; using personal computers and applicable software applications including spreadsheets and data base programs; public speaking; responding to requests and inquiries from the general public as authorized.

Ability to identify funding sources and write grants and to aggressively pursue potential and innovative funding and revenue generation ideas and leads from local, state and federal funding sources; conduct statistical and cost/benefit analysis; prepare complex financial and analytical reports and grants; research, analyze and evaluate a variety of data including financial, organizational, administrative and operational; prepare concise and effective written communications; manage multiple projects and operations simultaneously; work independently under time deadlines and within project budget; maintain credibility while balancing competing demands within the District; build and maintain effective working relationships with those contacted in the course of work using principles of good customer service; make public presentations and communicate effectively both orally and in writing; establish and maintain positive, effective and cooperative working relationships with District Employees, member entities and the general public; exercise independent judgment in the analysis and solution of complex service planning and scheduling issues.

3. Special Qualifications:

Must be available to work outside regular business hours, as required by the demands of the job. Must possess a valid driver's license with a satisfactory driving record. Demonstrated skill in computer software programs including MS Word, Excel, Outlook, and PowerPoint. Familiarity working in union and non-union environments.

4. Work Environment:

Incumbent of the position generally performs in a typical office setting with appropriate climate controls. Tasks require a variety of physical activities, generally involve moderate muscular strain, such as walking, standing, stooping, sitting, reaching and lifting. Must be able to lift 20 lbs. Regular talking, hearing and seeing required in the normal course of performing the job. Common eye, hand and finger dexterity required to perform some essential functions. Mental application utilizes memory for details, listening, verbal instructions, emotional stability, selective thinking and assessment, and creative problem solving.

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I _____ have reviewed the above job description. Date:_____ _____
(Employee)

North Central Regional Transit District

Job Description

Title:	Executive Assistant	**Code:**	135
Division:	Executive	**Effective Date:**	04/13
Department:	Administration	**Last Revised:**	

GENERAL PURPOSE

Performs a variety of **complex administrative support** duties designed to expedite executive, administrative and general business functions of the office of the Executive Director, including Board of Directors support, correspondence, executive scheduling, travel, special projects and non-technical Human Resources coordination.

SUPERVISION RECEIVED

Works under general supervision of the NCRTD Executive Director.

SUPERVISION EXERCISED

None.

ESSENTIAL FUNCTIONS

Performs critical, highly responsible, sensitive, and confidential administrative and office support functions for the Executive Director; assumes responsibility for overall administrative functions of the Executive Office and clerical support of assigned aspects of the human resource function.

Develops Executive Directors monthly report to the Board of Directors for Board Packet, prepares information for Board meetings and coordinates as necessary; coordinates the review and receipt of items going before the Board; ensures timely advertising and posting of official meetings schedules, coordinates with Public Information Officer as needed; attends various board, sub-committee and task force meetings and takes official minutes.

Screens calls and visitors; and responds to highly critical inquiries by telephone, regular mail, and email; exercises discretion and judgment when responding to correspondence requests and questions on behalf of the Executive Director; follows established protocol and precedent to resolve issues, questions and problems at the most appropriate levels of the organization.

Assists to monitor overall compliance with NCRTD regulations, federal regulations, state laws, etc., related to medical leave, ADA, FLSA, FMLA, ADEA and related public policy impacting the employee/employer relationship.

Performs and maintains clerical functions in support of the human resources functions related to personnel policy maintenance and distribution, human resources documentation and personnel files, adherence to policies and procedures, employee benefits, and employee orientation; distributes performance management and appraisal instruments for annual reviews; creates official employee records performing data input for the HRIS; performs leave accounting; maintains files and documentation regarding executive staff, including timekeeping reports, evaluations, and disciplinary actions; conducts benefits/insurance open enrollment events; prepares proper documentation for termination, leave payout, continuation of benefits, etc.

Prepares meeting agenda(s); attends various Board, Executive and staff meetings and takes meeting minutes and notes; prepares transcriptions and other records; organizes, and maintains a wide variety of electronic and paper files and other critical documents; verifies accuracy of meeting records and creates official files for storage and preservation; follows established archiving and records management procedures for the ongoing maintenance of NCRTD documents and records.

Monitors deadlines given to department and division heads for reports and requests; completes critical and time-sensitive documents; provides confidential assistance to the communication efforts of the Executive Director's office; researches, analyzes, and presents data for reports and other documents as maybe requested;

Maintains Executive Director's schedules and calendars; and coordinates travel arrangements, meetings, and conferences; composes and coordinates the preparation of reports, policies, procedures, and operating manuals; as well as letters and other correspondence; proofreads for accuracy, correct form, content and proper English usage.

Receives, verifies and processes various accounts payable billings and invoices; ensures proper and timely submission to enable vendor payments.

Performs other related duties as required.

MINIMUM QUALIFICATIONS

1. Education and Experience:

   A. Graduation from college with a bachelor's degree in general administration, administrative sciences, or business administration;

   AND

   B. Five (5) years of increasingly responsible administrative support and office clerical experience, that involved frequent public contact; including at least two (2) years as the primary support to an Executive, department head or human resources office;

   OR

   C. An equivalent combination of education and experience.

2. Knowledge, Skills and Abilities:

Considerable knowledge of proper business English usage including spelling, grammar, and syntax; modern office practices and procedures; secretarial procedures and methods related to filing and documenting; English composition, spelling, grammar, punctuation, etc.; business writing; report and presentation writing; personal computers and current office software programs for word processing, spreadsheet, presentation, and databases at the advanced level of proficiency; interpersonal communication skills and telephone etiquette; standard office equipment operation. **Some knowledge of** pertinent District functions, policies, rules and regulations.

Skill in using personal computers and applicable software applications including spreadsheets and data base programs.

Ability to conduct self in an appropriate manner as a representative of the NCRTD working effectively in a diverse work environment; quickly learn District operations, programs, policies, procedures, and the functions of the assigned office. Perform assigned administrative support functions with speed and accuracy under time pressure; operate a computer including word processing, spread sheet and data base applications; perform basic mathematical calculations; understand and explain District and department policies and procedures; maintain records and files; research and compile data and information, and apply analytical skills; develop and monitor divisional budgets and establish budgetary controls; prepare concise and effective written communications; manage multiple projects and operations simultaneously; work independently under time deadlines; build and maintain effective working relationships with those contacted in the course of work using principles of good customer service; communicate effectively both orally and writing in an office environment; maintain confidentiality.

3. Special Qualifications:

Must be a notary public. Must be available to work outside regular business hours, as required by the demands of the job. (Must possess a valid Driver's License with a satisfactory driving record. Demonstrated skill in computer software programs including MS Word, Excel, Outlook, and PowerPoint. Demonstrate regular and reliable attendance. Project a positive image and support for the Executive Director's Office and NCRTD at all times.

4. Work Environment:

Incumbent of the position generally performs in a typical office setting with appropriate climate controls. Tasks require a variety of physical activities, generally involve moderate muscular strain, such as walking, standing, stooping, sitting, reaching and lifting. Must be able to lift 20 lbs. Regular talking, hearing and seeing required in the normal course of performing the job. Common eye, hand and finger dexterity required to perform some essential functions. Mental application utilizes memory for details, listening, verbal instructions, emotional stability, discriminating thinking and creative problem solving.

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I _____ have reviewed the above job description. Date:_____ _____

(Employee)

North Central
Regional Transit District
Job Description

Title:	Transit & Maintenance Operations Director	**Code:**	**200**
Division:	Operations Administration	**Effective Date:**	04/13
Department:	Operations	**Last Revised:**	

GENERAL PURPOSE

Provides a variety of **professional managerial and administrative duties** related to planning, organizing, directing and coordinating the day-to-day delivery of transportation services for fixed route, express, commuter, demand and para-transit services; including central dispatch/customer services and fleet and facility maintenance operations. Ensures efficient, safe and State and Federal compliant services to the public. This is an "At-Will" classification which means the Transit and Maintenance Operations Director serves at the will of the Executive Director and may be removed at any time without cause, notice, or right of appeal.

SUPERVISION RECEIVED

Works under the policy guidance and direction of the Executive Director.

SUPERVISION EXERCISED

Provides general supervision to the Fleet & Facilities Manager, Transit Supervisor(s) and assigned support staff as needed.

ESSENTIAL FUNCTIONS

Manages, plans, coordinates, and evaluates the delivery of District-wide transportation services; oversees all supervisory personnel in transportation and maintenance to ensure the effective assigning, scheduling and dispatching of bus drivers and vehicles and maintenance of fleet and facilities; conducts special projects, performs analyses and develops plans as requested by Executive Director.

Develops and implements transportation service goals, objectives, policies, procedures and work plans; manages complex data analysis projects, oversees the maintenance of related records systems and databases for transportation delivery tracking and research purposes, and administers complex programs and assigned projects; oversees and monitors the tracking and recording of ridership on all routes as well as total annual ridership for monthly reporting.

Prepares and administers the budget for the transit and facility and fleet maintenance divisions; identify and research the sources of funding and monitor and comply with funding requirements.

Manages the work of staff including coaching staff for improvement and development, training, assigning, reviewing and evaluating work performance; coordinating activities, maintaining standards, allocating personnel, selecting new employees, acting on employee problems and recommending and implementing employee discipline.

Monitor staff compliance with policies and procedures; as well as local, state and federal rules and regulations; manages the proper maintenance of employee record's and department statistics related to assigned operations.

Directs operators and other assigned staff during emergencies or critical situations, equipment breakdowns and service delays; may serve as the Districts representative and liaison at city or county emergency operations command centers if requested.

Communicates, implements, and monitors adherence to OSHA regulations, as well as OSHA Regulations in support of District safety programs and policies.

Perform tasks associated with Federal and DOT reporting requirements, including, but are not limited to, providing oversight relative to the Drug and Alcohol program reporting requirements; providing preparation for annual site visits, including review of policies and procedures in the TOPPS, SSEPP plan, and Operations Profile and the preparation of a response to DOT when annual review report is received.

Supports activities related to the development of transit/transportation plans and programs, supports strategic planning and the development and implementation of short term and long range goals, in guiding decisions regarding the provision of the transit services with insight into operational/functional impacts.

Coordinates with Public Information Office to promote new routes and major changes that offer the greatest opportunity for increased ridership; supervises and investigates and resolves customer complaints.

Performs other related duties as required.

MINIMUM QUALIFICATIONS

1. Education and Experience:

   A. A Bachelor's degree from an accredited four-year college or university in Transportation, Public Administration, Transportation Planning, Business Administration or directly related field;

   AND

   B. Eight (8) years of increasingly responsible experience in transit operations, three (3) years of which in a supervisory capacity;

   OR

   C. An equivalent combination of education and experience.

2. Knowledge, Skills and Abilities:

   Thorough Knowledge of transit system operations, including principles of organization, routing and scheduling; principles and practices of supervision including employee relations, performance evaluation, employee motivation and training, delegation and employee discipline; Federal, State and local laws, legislative mandates, regulations, policies and guidelines related to the operation of a public transit system; principles and practices of safe working practices in transit operations; experience in manual and automated schedule making, run cutting techniques and rostering; methods and techniques of researching and interpreting data and information; transit planning and transit scheduling including transit demand modeling; multimodal networks and alternative transit modes; principles and practices of public transit systems; high quality customer methodologies and principals.

   Considerable skill in the art of diplomacy and cooperative problem solving. **Skill in** computer software programs including MS Word, Excel, Outlook, and PowerPoint; operating audio visual equipment; public speaking; math skills; English and grammar skills; methods and techniques of researching and interpreting data and information.

   Ability to maintain confidentiality related to all privileged documents and information; Plan and supervise the work of subordinate staff including coordinating, prioritizing, assigning, monitoring, and evaluating work; hiring, training, counseling, disciplining staff and processing grievances; analyze and recommend solutions to complex operational and personnel problems and issues; make sound decisions, establish and maintain procedures or effective daily operation of the transit system; operate a computer including word processing, spread sheet and database applications; perform basic mathematical calculations; develop and monitor a department and divisional budgets and establish budgetary controls; prepare concise and effective written communications; manage multiple projects and operations simultaneously; work independently under time deadlines and within project budget; maintain credibility while balancing competing demands within the District; build and maintain effective working relationships with those contacted in the course of work using principles of good customer service; make public presentations and communicate effectively both orally and writing; establish and maintain effective and cooperative working relationships with District Employees, member entities and the general public; exercise independent judgment in the analysis and solution of complex service delivery and scheduling issues.

3. Special Qualifications:

   Must possess a valid Driver's License with a satisfactory driving record. Must be able to obtain a CDL license within one year of employment with the District. Must be able to work with no advance notice additional hours, evenings, on-call, holidays and weekends and be able to travel. This position is deemed to be a safety sensitive position under FTA drug and alcohol regulations, and therefore is subject to random drug testing.

4. Work Environment:

   Incumbent of the position generally performs in a typical office setting with appropriate climate controls. Tasks require a variety of physical activities, generally involve moderate muscular strain, such as walking, standing, stooping, sitting, reaching and lifting. Must be able to lift 20 lbs. Regular talking, hearing and seeing required in the normal course of performing the job. Common eye, hand and finger dexterity required to perform various essential functions. Mental application utilizes memory for details, listening, verbal instructions, emotional stability, discriminating thinking and creative problem solving. Frequent travel required in normal course of job performance.

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I _____ have reviewed the above job description. Date:_____ _____

(Employee)

North Central Regional Transit District

Job Description

Title:	Transit Shift Supervisor	**Code:**	**205**
Division:	Field Operations	**Effective Date:**	04/13
Department:	Operations	**Last Revised:**	

GENERAL PURPOSE

Performs a **variety of first-line supervisory duties** as needed to organize, coordinate and oversee day-to-day delivery of safe, efficient and on time transportation services to the customer throughout the NCRTD.

SUPERVISION RECEIVED

Works under the general supervision of the Transit & Facilities Operations Director.

SUPERVISION EXERCISED

Provides close to general supervision to Transit Driver(s) and Customer Service Representative(s).

ESSENTIAL FUNCTIONS

Performs variety of supervisory, administrative, reporting, tracking and customer service tasks as needed to fulfill daily transportation commitments and schedules; monitors services in process and evaluates operational performance to ensure quality and customer satisfaction; trouble shoots and manages emergency situations, adjusts to customer issues; assess best solution and utilizes most effective and efficient resources.

Ensures that Transit Operators and Dispatcher/customer service representatives observe and adhere to all federal, state and local laws, rules and procedures; and to all District and Transit Division operating policies and procedures; observes and adheres to policies and procedures specified in the current Collective Bargaining Agreement.

Monitors and evaluates Transit Operators and Dispatcher/customer service representatives in-service performance provides additional instruction and feedback, recommends additional training when needed, and documents information used for progressive discipline in conformance with District policies and Collective Bargaining Agreement.

Provides instruction and evaluation to Transit Operators and Dispatcher/customer service representatives in behind the wheel skills; proper pre-trip and post-trip bus inspections; safety and security issues; defensive driving, customer relations and emergency management skills; and proper accident procedures and prevention techniques; conducts new hire orientation, training and evaluation; and annual refresher training programs.

Assists, monitors, and oversees Dispatcher//Customer Services Representatives and Transit Operators with special re-routing due to road closures caused by weather, street construction, traffic accidents, etc.

Oversees and monitors the preparation of the daily/weekly work schedule by the Dispatcher/customer service representatives/Customer Services Representatives to ensure adequate coverage of all bus routes.

Performs field supervisory duties, e.g., customer relations; on-time performance; ride checks; route evaluation; re-routing; bus stop and passenger shelter inspections; accident/incident investigations; and coaching and guidance.

Prepares and submits bi-weekly, for each Transit Operator and Dispatcher/customer service representative under their supervision, a computerized payroll form.

Maintains up-to-date Transit Operator and Dispatcher/customer service representative files documenting all performance appraisal reviews, commendations, training, incidents and accidents, informal coaching and guidance, written reprimands, and formal disciplinary actions.

Serves as Dispatcher/customer service representative or Transit Operator in cases of emergency or because of unforeseen staffing shortages.

Assures drivers are available and assigned to vehicles in computer system; monitors actual performance via AVL/MTD and two-way radio systems (for future CAD software).

Analyzes and makes recommendations regarding schedule adherence, and other operational needs or problems; reports discrepancies and/or unsafe conditions to appropriated personnel; and recommends and implements corrective actions. Reviews schedule for any necessary changes.

Receives, researches, and resolves customer complaints; opens/closes facility to allow access for employees; issues oral and written instructions to staff on schedule changes, fares, policies, etc.; updates staff and files with various document information.

Performs related duties as required.

MINIMUM QUALIFICATIONS

1. Education and Experience:

   A. Graduation from high school or GED;

   AND

   B. Six (6) years of progressively responsible experience in passenger bus transportation (i.e., school bus, fixed-route, Para-transit, transit agency, charter bus, etc.) work experience; two (2) years of which must have been in a lead position;

   OR

   C. An equivalent combination of education and experience related transit field services supervision.

2. Knowledge, Skills and Abilities:

   Considerable Knowledge of supervisory principles and practices. Ability to use computers and variety of software programs; the ability to plan, assign, direct, coordinate and review the work of others; to establish effective working relationships with associates and the public; to communicate effectively and to produce required reports relative to transit operations; principles and practices of customer service and public relations methods; operation principles, methods, systems and traffic regulations to be used in implementing an efficient, safe and dependable transit program; applicable federal, state and local laws, rules and regulations.

   Some Skill in operation of transportation vehicles, computer operations, etc.

   Ability to read and understand maps and time tables, which includes determining directions and following a mapped-out route; use prudent judgment and common sense in making quick, safe decisions with minimal supervision and adapt to constantly changing operating environments; work unusual hours, split shifts, weekends, holidays, and overtime as required; effectively communicate, both orally and in writing, while interacting with customers and RTD staff in a courteous, professional manner. This includes providing good customer service by attending to the needs of a diverse customer base in a sensitive manner; work and maintain professional composure while under stress and pressure; handle matters of a confidential nature; climb stairs, reach above shoulder level, walk for an extended distance, bend, stoop, lift, and push/pull up to 70 pounds without assistance as well as sit for an extended length of time; work effectively in a diverse workforce.

3. Special Qualifications:

   For Driving by District Regulations: (1) Ability to sit without discomfort for prolonged periods of time on a variety of driver's seats in different models of transit vehicles, and fit behind the steering wheel with clearance between abdomen and wheel; (2) turn head up to 180 degrees in either direction on a regular and frequent basis; (3) walk to enter and exit the vehicle. **For Wheel Chair Tie-Downs;** Ability to bend, crouch, and/or kneel and balance while simultaneously manipulating and fastening tie-down straps. **Licensing and Special Requirements:** (1) Must obtain and maintain a valid State of New Mexico Commercial Driver's License(CDL-A or B) with (P) endorsement and airbrake certification or must obtain and maintain a NM Commercial Driver's License (CDL-A or B) with a "P" endorsement through the North Central Regional Transit District within six (6) weeks of hire date and meet the District's driving standards; obtain and maintain all other endorsements/clearances required by DMV and obtain DOT medical certificate and maintain such for the duration of employment as a Driver. (2) Must satisfactorily complete the District's New Operator Training Program. This position is deemed to be a safety sensitive position under FTA drug and alcohol regulations, and therefore is subject to random drug testing.

4. Work Environment:

   While performing the duties of this job, the employee is normally within a field environment; exposure to dust, fumes, exhausts, various noise levels, various temperatures, and chemicals for an extended length of time as well as in various outdoors weather conditions as required. Position requires maintaining physical condition necessary for sitting for prolonged periods of time.

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I _____ have reviewed the above job description. Date:_____ _____

Employee)

North Central Regional Transit District

Job Description

Title:	Transit Driver III/Lead	**Code:**	**210**
Division:	Field Operations	**Effective Date:**	04/13
Department:	Operations	**Last Revised:**	

GENERAL PURPOSE

Performs **advanced, CDL licensed duties** in the operation of assigned NCRTD transport and passenger vehicles as needed to travel assigned fixed and "demand" service routes. Must possess a CDL license with multi-passenger "P" endorsement. Assists with field training duties as assigned.

SUPERVISION RECEIVED

Works under the close to general supervision of the Transit Shift Supervisor(s) or Transit & Facilities Operations Director.

SUPERVISION EXERCISED

None.

ESSENTIAL FUNCTIONS

Performs various lead driver duties; may be assigned to provide field training and mentor new Transit Drivers as they are shadowing during introductory/probationary periods; may conduct field performance exams testing new hires regarding processes, procedures, routines and operating policies and practices.

Operates assigned passenger vehicles employing defensive driving techniques, maintaining professional courtesy while under stress, making public address announcements, properly answering questions and solving transit-related concerns of passengers, and exercising prudent judgment under a variety of constantly changing operating conditions.

Conducts self in an appropriate manner as a representative of the RTD, working effectively in a diverse work environment, using prudent judgment at all times, performing duties in a safe manner, and assuring professional quality of services to all external and internal customers.

Operates transit vehicles in revenue and non-revenue service while in strict compliance with RTD policies, directives, and procedures and all Federal and New Mexico traffic laws and regulations. This includes using proper defensive driving techniques.

Performs RTD pre and post trip inspection of transit vehicles for mechanical problems prior to beginning scheduled run. This includes conducting an external/internal visual inspection of the transit vehicle and pre-testing of necessary equipment, operating/safety devices, and transit vehicle controls for use while in service. Also conducts an internal visual inspection at the end of the schedule service day to collect and turn-in lost items.

Completes accident and incident reports accurately and legibly as necessary at the end of scheduled shift resulting from traffic accidents, customer issues or complaints.

Provides customer service information in a courteous, professional manner. This includes operating the automated stop announcements system and /or stating stop and public information announcements over the public address systems, and properly answering questions and solving transit-related concerns of passengers.

Complies with American with Disabilities Act (ADA) in operating the transit vehicle. This includes providing accessibility for disabled passengers to board and de-board by properly operating the accessibility lift and safely securing such passengers in a courteous manner, announcing designated stops, and pre-testing all passenger accessibility lifts and equipment during pre-trip inspections.

Communicates with Central Dispatch for the purpose of providing information on fares, transfers, ticket refunds, routes, and other District Transit policies and rules concerning conduct, service, and policy changes.
Informs Central Dispatch of passenger lift pick-up and drop-off locations, and when hydraulic passenger lift fails to operate properly or of missed pickups of passengers.

Observes and responds to emergency situations involving passengers, the public, or buses for the purpose of maintaining public/passenger safety, and proper bus operation.

Performs other related duties as required.

MINIMUM QUALIFICATIONS

1. Education and Experience:

   A. Graduation from high school or GED;

   AND

   B. Six (6) years of driving experience and preferred two (2) years of experience performing above or related duties;

   OR

   C. An equivalent combination of education and experience.

2. Knowledge, Skills and Abilities:

   Working Knowledge of stress management, current bus routes and stops within the District; transit system operations, routing and scheduling; basic customer relations techniques, i.e. fostering a positive attitude, maintain a courteous, helpful and professional demeanor, etc.; principles and procedures of record keeping; basic mathematic functions.

   Skill in using personal computers and applicable software applications including spreadsheets; English and grammar skills.

   Ability to successfully complete the Bus Operator Training Program, which includes achieving the required minimum scores on all written and driving tests and evaluations; tell time and keep a timely schedule; read and understand maps and time tables, which includes determining directions and following a mapped-out route; demonstrate maturity sufficient to deal with high volume customer service interaction and related stress; use prudent judgment and common sense in making quick, safe decisions with minimal supervision and adapt to constantly changing operating environments; keep all information confidential within the department; adhere to all approved District policies and procedures and regulations; maintain a clean, healthy, and safe working environment; be responsible and accountable for property assigned; effectively communicate, both orally and in writing, while interacting with customers and RTD staff in a courteous, professional manner. This includes providing good customer service by attending to the needs of a diverse customer base in a sensitive manner.

3. Special Qualifications:

   Must be 21 years of age. **For Driving by District Regulations:** (1) Ability to sit without discomfort for prolonged periods of time on a variety of driver's seats in different models of transit vehicles, and fit behind the steering wheel with clearance between abdomen and wheel; (2) turn head up to 180 degrees in either direction on a regular and frequent basis; (3) walk to enter and exit the vehicle. **For Wheel Chair Tie-Downs;** Ability to bend, crouch, and/or kneel and balance while simultaneously manipulating and fastening tie-down straps. **Licensing and Special Requirements:** (1) Must obtain and maintain a valid State of New Mexico Commercial Driver's License(CDL-A or B) with (P) endorsement and airbrake certification or must obtain and maintain a NM Commercial Driver's License (CDL-A or B) with a "P" endorsement through the North Central Regional Transit District within six (6) weeks of hire date and meet the District's driving standards; obtain and maintain all other endorsements/clearances required by DMV and obtain DOT medical certificate and maintain such for the duration of employment as a Driver. (2) Must satisfactorily complete the District's New Operator Training Program.

4. Work Environment:

   While performing the duties of this job, the employee is normally within a field environment; exposure to dust, fumes, exhausts, various noise levels, various temperatures, and chemicals for an extended length of time as well as in various outdoors weather conditions as required. Position requires maintaining physical condition necessary for sitting for prolonged periods of time.

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I _____ have reviewed the above job description. Date:_____ _____

(Employee)

North Central
Regional Transit District
Job Description

Title:	Transit Driver II	**Code:**	**211**
Division:	Field Operations	**Effective Date:**	04/13
Department:	Operations	**Last Revised:**	

GENERAL PURPOSE

Performs **full performance, CDL licensed duties** in the operation of assigned NCRTD transport and passenger vehicles as needed to travel assigned fixed and "demand" service routes. Must possess a CDL license with multi-passenger "P" endorsement.

SUPERVISION RECEIVED

Works under the close to general supervision of the Transit Shift Supervisor(s) or Transit & Facilities Operations Director.

SUPERVISION EXERCISED

None.

ESSENTIAL FUNCTIONS

Operates assigned passenger vehicles employing defensive driving techniques, maintaining professional courtesy while under stress, making public address announcements, properly answering questions and solving transit-related concerns of passengers, and exercising prudent judgment under a variety of constantly changing operating conditions.

Conducts self in an appropriate manner as a representative of the RTD, working effectively in a diverse work environment, using prudent judgment at all times, performing duties in a safe manner, and assuring professional quality of services to all external and internal customers.

Operates transit vehicles in revenue and non-revenue service while in strict compliance with RTD policies, directives, and procedures and all Federal and New Mexico traffic laws and regulations. This includes using proper defensive driving techniques.

Performs RTD pre and post trip inspection of transit vehicles for mechanical problems prior to beginning scheduled run. This includes conducting an external/internal visual inspection of the transit vehicle and pre-testing of necessary equipment, operating/safety devices, and transit vehicle controls for use while in service. Also conducts an internal visual inspection at the end of the schedule service day to collect and turn-in lost items.

Completes accident and incident reports accurately and legibly as necessary at the end of scheduled shift resulting from traffic accidents, customer issues or complaints.

Provides customer service information in a courteous, professional manner. This includes operating the automated stop announcements system and /or stating stop and public information announcements over the public address systems, and properly answering questions and solving transit-related concerns of passengers.

Complies with American with Disabilities Act (ADA) in operating the transit vehicle. This includes providing accessibility for disabled passengers to board and de-board by properly operating the accessibility lift and safely securing such passengers in a courteous manner, announcing designated stops, and pre-testing all passenger accessibility lifts and equipment during pre-trip inspections.

Communicates with Central Dispatch for the purpose of providing information on fares, transfers, ticket refunds, routes, and other District Transit policies and rules concerning conduct, service, and policy changes.
Informs Central Dispatch of passenger lift pick-up and drop-off locations, and when hydraulic passenger lift fails to operate properly or of missed pickups of passengers.

Observes and responds to emergency situations involving passengers, the public, or buses for the purpose of maintaining public/passenger safety, and proper bus operation.

Performs other related duties as required.

MINIMUM QUALIFICATIONS

1. Education and Experience:

   A. Graduation from high school or GED;

   AND

   B. Five (5) years of driving experience and preferred one (2) years of experience performing above or related duties;

   OR

   C. An equivalent combination of education and experience.

2. Knowledge, Skills and Abilities:

   Working Knowledge of current bus routes and stops within the District; transit system operations, routing and scheduling; basic customer relations techniques, i.e. fostering a positive attitude, maintain a courteous, helpful and professional demeanor, etc.; principles and procedures of record keeping; basic mathematic functions. **Some knowledge of** stress management.

   Skill in using personal computers and applicable software applications including spreadsheets; English and grammar skills.

   Ability to successfully complete the Bus Operator Training Program, which includes achieving the required minimum scores on all written and driving tests and evaluations; tell time and keep a timely schedule; read and understand maps and time tables, which includes determining directions and following a mapped-out route; demonstrate maturity sufficient to deal with high volume customer service interaction and related stress; use prudent judgment and common sense in making quick, safe decisions with minimal supervision and adapt to constantly changing operating environments; keep all information confidential within the department; adhere to all approved District policies and procedures and regulations; maintain a clean, healthy, and safe working environment; be responsible and accountable for property assigned; effectively communicate, both orally and in writing, while interacting with customers and RTD staff in a courteous, professional manner. This includes providing good customer service by attending to the needs of a diverse customer base in a sensitive manner.

3. Special Qualifications:

   Must be 21 years of age. **For Driving by District Regulations:** (1) Ability to sit without discomfort for prolonged periods of time on a variety of driver's seats in different models of transit vehicles, and fit behind the steering wheel with clearance between abdomen and wheel; (2) turn head up to 180 degrees in either direction on a regular and frequent basis; (3) walk to enter and exit the vehicle. **For Wheel Chair Tie-Downs;** Ability to bend, crouch, and/or kneel and balance while simultaneously manipulating and fastening tie-down straps. **Licensing and Special Requirements:** (1) Must obtain and maintain a valid State of New Mexico Commercial Driver's License(CDL-A or B) with (P) endorsement and airbrake certification or must obtain and maintain a NM Commercial Driver's License (CDL-A or B) with a "P" endorsement through the North Central Regional Transit District within six (6) weeks of hire date and meet the District's driving standards; obtain and maintain all other endorsements/clearances required by DMV and obtain DOT medical certificate and maintain such for the duration of employment as a Driver. (2) Must satisfactorily complete the District's New Operator Training Program.

4. Work Environment:

   While performing the duties of this job, the employee is normally within a field environment; exposure to dust, fumes, exhausts, various noise levels, various temperatures, and chemicals for an extended length of time as well as in various outdoors weather conditions as required. Position requires maintaining physical condition necessary for sitting for prolonged periods of time.

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I _____ have reviewed the above job description. Date:_____ _____

(Employee)

North Central Regional Transit District

Job Description

Title:	Transit Driver I	**Code:**	**212**
Division:	Field Operations	**Effective Date:**	04/13
Department:	Operations	**Last Revised:**	

GENERAL PURPOSE

Performs **working level, non-CDL licensed duties** in the operation of assigned NCRTD transport and passenger vehicles as needed to travel assigned fixed and "demand" service routes.

SUPERVISION RECEIVED

Works under the close to general supervision of the Transit Shift Supervisor(s) or Transit & Facilities Operations Director.

SUPERVISION EXERCISED

None.

ESSENTIAL FUNCTIONS

Operates assigned passenger vehicles employing defensive driving techniques, maintaining professional courtesy while under stress, making public address announcements, properly answering questions and solving transit-related concerns of passengers, and exercising prudent judgment under a variety of constantly changing operating conditions.

Conducts self in an appropriate manner as a representative of the RTD, working effectively in a diverse work environment, using prudent judgment at all times, performing duties in a safe manner, and assuring professional quality of services to all external and internal customers.

Operates transit vehicles in revenue and non-revenue service while in strict compliance with RTD policies, directives, and procedures and all Federal and New Mexico traffic laws and regulations. This includes using proper defensive driving techniques.

Performs RTD pre and post trip inspection of transit vehicles for mechanical problems prior to beginning scheduled run. This includes conducting an external/internal visual inspection of the transit vehicle and pre-testing of necessary equipment, operating/safety devices, and transit vehicle controls for use while in service. Also conducts an internal visual inspection at the end of the schedule service day to collect and turn-in lost items.

Completes accident and incident reports accurately and legibly as necessary at the end of scheduled shift resulting from traffic accidents, customer issues or complaints.

Provides customer service information in a courteous, professional manner. This includes operating the automated stop announcements system and /or stating stop and public information announcements over the public address systems, and properly answering questions and solving transit-related concerns of passengers.

Complies with American with Disabilities Act (ADA) in operating the transit vehicle. This includes providing accessibility for disabled passengers to board and de-board by properly operating the accessibility lift and safely securing such passengers in a courteous manner, announcing designated stops, and pre-testing all passenger accessibility lifts and equipment during pre-trip inspections.

Communicates with Central Dispatch for the purpose of providing information on fares, transfers, ticket refunds, routes, and other District Transit policies and rules concerning conduct, service, and policy changes.

Informs Central Dispatch of passenger lift pick-up and drop-off locations, and when hydraulic passenger lift fails to operate properly or of missed pickups of passengers.

Observes and responds to emergency situations involving passengers, the public, or buses for the purpose of maintaining public/passenger safety, and proper bus operation.

Performs other related duties as required.

MINIMUM QUALIFICATIONS

1. Education and Experience:

   A. Graduation from high school or GED;

   AND

   B. Five (5) years of driving experience and one (1) year preferred performing above or related duties;

   OR

   C. An equivalent combination of education and experience.

2. Knowledge, Skills and Abilities:

   Working Knowledge of transit system operations, routing and scheduling; basic customer relations techniques, i.e. fostering a positive attitude, maintaining a courteous, helpful and professional demeanor, etc.; principles and procedures of record keeping; basic mathematic functions. **Some knowledge of** stress management.

   Skill in using personal computers and applicable software applications including spreadsheets; English and grammar skills.

   Ability to successfully complete the Bus Operator Training Program, which includes achieving the required minimum scores on all written and driving tests and evaluations; tell time and keep a timely schedule; read and understand maps and time tables, which includes determining directions and following a mapped-out route; demonstrate maturity sufficient to deal with high volume customer service interaction and related stress; use prudent judgment and common sense in making quick, safe decisions with minimal supervision and adapt to constantly changing operating environments; keep all information confidential within the department; adhere to all approved District policies and procedures and regulations; maintain a clean, healthy, and safe working environment; be responsible and accountable for property assigned; effectively communicate, both orally and in writing, while interacting with customers and RTD staff in a courteous, professional manner. This includes providing good customer service by attending to the needs of a diverse customer base in a sensitive manner.

3. Special Qualifications:

   Must be 21 years of age. **For Driving by District Regulations:** (1) Ability to sit without discomfort for prolonged periods of time on a variety of driver's seats in different models of transit vehicles, and fit behind the steering wheel with clearance between abdomen and wheel; (2) turn head up to 180 degrees in either direction on a regular and frequent basis; (3) walk to enter and exit the vehicle. **For Wheel Chair Tie-Downs;** ability to bend, crouch, and/or kneel and balance while simultaneously manipulating and fastening tie-down straps. **Licensing and Special Requirements:** (1) Must have and maintain a valid State of New Mexico Class "D" Driver's License. Must satisfactorily complete the District's New Operator Training Program.

4. Work Environment:

   While performing the duties of this job, the employee is normally within a field environment; exposure to dust, fumes, exhausts, various noise levels, various temperatures, and chemicals for an extended length of time as well as in various outdoors weather conditions as required. Position requires maintaining physical condition necessary for sitting for prolonged periods of time.

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I _____ have reviewed the above job description. Date:_____ _____
(Employee)

North Central Regional Transit District

Job Description

Title:	Customer Service Representative II	**Code:**	**215**
Division:	Operations Administration	**Effective Date:**	04/13
Department:	Operations	**Last Revised:**	

GENERAL PURPOSE

Performs **full performance level, front-line customer service** as needed to respond to the general public's calls for assistance and information. Performs ongoing clerical and communications functions as needed to expedite the timely recordkeeping and exchange of information for various rider requests and delivery of passenger services. Performs as a backup transit driver requiring a CDL.

SUPERVISION RECEIVED

Works under the close to general supervision of the Transit Shift Supervisor(s) or Transit & Facilities Operations Director.

SUPERVISION EXERCISED

None.

ESSENTIAL FUNCTIONS

Follows daily routine for work day preparations and planning by utilizing AVL/CAD software program; prepares cover sheets identifying route assignments, including "demand" and "set route" assignments; receives and schedules next-day "demand" calls from the general public.

Utilizes AVL/CAD software program to maintain daily ridership numbers; receives and processes driver ride reports, calculates total ridership, enters data into software fields and generates various automated reports from software application; may use customized spreadsheets as needed.

Operate a multi-channel radio system to receive and transmit calls; ensures effective and timely communication with drivers; receives and disseminates all incoming calls from public; ensures compliance with FCC Rules and Regulations and NCIC and District rules and Regulations governing radio operations; acts as the direct communicative link between drivers, supervisors, law enforcement and emergency responders during accidents, incidents or community crises.

Log in all calls incoming/outgoing via telephone/radio to appropriate logs as required; maintains accurate and detailed logs on radio, telephone, referrals, and other various logs needed to complete schedules for vehicle operators and for reporting purposes.

Performs other related duties as required.

MINIMUM QUALIFICATIONS

1. Education and Experience:
   - A. Graduation from high school;

     AND
   - B. Two (2) year of experience performing above or related duties;

     OR
   - C. An equivalent combination of education and experience.

2. Knowledge, Skills and Abilities:

   Working Knowledge of transit system operations, routing and scheduling; various computer applications; modern office practices, procedures, and equipment including a computer; basic customer relations techniques, i.e. fostering a positive attitude, maintain a courteous, helpful and professional demeanor, etc.; principles and procedures of record keeping; basic mathematic principles.

   Skill in using personal computers and applicable software applications including spreadsheets; English and grammar skills.

Ability to demonstrate maturity sufficient to deal with high volume customer service calls and related customer service stress; keep all information confidential within the department; adhere to all approved District policies and procedures and regulations; maintain a clean, healthy, and safe working environment; be responsible and accountable for property assigned.

3. Special Qualifications:

Required to work different shifts, holidays, weekends, and overtime as required or requested. Must possess a valid Driver's License with a satisfactory driving record. Must possess a CDL license with multi-passenger "P" endorsement. This position is deemed to be a safety sensitive position under FTA drug and alcohol regulations, and therefore is subject to random drug testing.

4. Work Environment:

Incumbent of the position generally performs in a typical office setting with appropriate climate controls. Tasks require a variety of physical activities, generally involve moderate muscular strain, such as walking, standing, stooping, sitting, reaching and lifting. Must be able to lift 20 lbs. Regular talking, hearing and seeing required in the normal course of performing the job. Common eye, hand and finger dexterity required to perform various essential functions. Mental application utilizes memory for details, listening, verbal instructions, emotional stability, discriminating thinking and creative problem solving. Occasional travel required in normal course of job performance.

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I _____ have reviewed the above job description. Date:_____ _____
(Employee)

North Central Regional Transit District

Job Description

Title:	Customer Service Representative I	**Code:**	**216**
Division:	Operations Administration	**Effective Date:**	04/13
Department:	Operations	**Last Revised:**	

GENERAL PURPOSE

Performs **working level, front-line customer service** as needed to respond to the general public's calls for assistance and information. Performs ongoing clerical and communications functions as needed to expedite the timely recordkeeping and exchange of information for various rider requests and delivery of passenger services.

SUPERVISION RECEIVED

Works under the close to general supervision of the Transit Shift Supervisor(s) or Transit & Facilities Operations Director.

SUPERVISION EXERCISED

None.

ESSENTIAL FUNCTIONS

Follows daily routine for work day preparations and planning by utilizing AVL/CAD software program; prepares cover sheets identifying route assignments, including "demand" and "set route" assignments; receives and schedules next-day "demand" calls from the general public.

Utilizes AVL/CAD software program to maintain daily ridership numbers; receives and processes driver ride reports, calculates total ridership, enters data into software fields and generates various automated reports from software application; may use customized spreadsheets as needed.

Operate a multi-channel radio system to receive and transmit calls; ensures effective and timely communication with drivers; receives and disseminates all incoming calls from public; ensures compliance with FCC Rules and Regulations and NCIC and District rules and Regulations governing radio operations; acts as the direct communicative link between drivers, supervisors, law enforcement and emergency responders during accidents, incidents or community crises.

Log in all calls incoming/outgoing via telephone/radio to appropriate logs as required; maintains accurate and detailed logs on radio, telephone, referrals, and other various logs needed to complete schedules for vehicle operators and for reporting purposes.

Responds to emergency driving demands; fills in for absent non-CDL drivers.

Performs other related duties as required.

MINIMUM QUALIFICATIONS

1. Education and Experience:
   - A. Graduation from high school;

     AND
   - B. One (1) year of experience performing above or related duties;

     OR
   - C. An equivalent combination of education and experience.

2. Knowledge, Skills and Abilities:

   Some Knowledge of transit system operations, routing and scheduling; various computer applications; modern office practices, procedures, and equipment including a computer; basic customer relations techniques, i.e. fostering a positive attitude, maintain a courteous, helpful and professional demeanor, etc.; principles and procedures of record keeping; basic mathematic principles.

   Skill in using personal computers and applicable software applications including spreadsheets; English and grammar skills.

Ability to demonstrate maturity sufficient to deal with high volume customer service calls and related customer service stress; keep all information confidential within the department; adhere to all approved District policies and procedures and regulations; maintain a clean, healthy, and safe working environment; be responsible and accountable for property assigned.

3. Special Qualifications:

Required to work different shifts, holidays, weekends, and overtime as required or requested.
Must possess a valid Driver's License with a satisfactory driving record. This position is deemed to be a safety sensitive position under FTA drug and alcohol regulations, and therefore is subject to random drug testing.

4. Work Environment:

Incumbent of the position generally performs in a typical office setting with appropriate climate controls. Tasks require a variety of physical activities, generally involve moderate muscular strain, such as walking, standing, stooping, sitting, reaching and lifting. Must be able to lift 20 lbs. Regular talking, hearing and seeing required in the normal course of performing the job. Common eye, hand and finger dexterity required to perform various essential functions. Mental application utilizes memory for details, listening, verbal instructions, emotional stability, discriminating thinking and creative problem solving. Occasional travel required in normal course of job performance.

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(Employee)

North Central Regional Transit District

Job Description

Title:	Fleet & Facilities Maintenance Manager	**Code:**	220
Division:	Fleet & Facilities	**Effective Date:**	04/13
Department:	Operations	**Last Revised:**	

GENERAL PURPOSE

Performs **administrative and supervisory duties** as needed to plan, organize and coordinate the day-to-day fleet and facilities operations including transit bus fleet maintenance, repair and parts procurement, fleet & facilities safety compliance, facilities maintenance & repair and surplus property and equipment disposal.

SUPERVISION RECEIVED

Works under the general supervision of the Transit & Maintenance Operations Director.

SUPERVISION EXERCISED

Provides close to general supervision of Facilities Maintenance Specialist and Fleet & Facilities Maintenance Worker.

ESSENTIAL FUNCTIONS

Assists in development and management of budgets for expenses including supplies, repairs, and other needs; monitors expenditures and account balances to ensure compliance with established spending limitations and financial management objectives.

Manages fleet fuel credit card program; recommends and implements policy and practice related to fuel card use; monitors driver compliance with established guidelines; generates daily, monthly, and quarterly reports to review and analyze fuel consumption and forecast operational demands.

Manages and oversees the maintenance and administration, utilizing fleet maintenance software, of all aspects of the organization's fleet transportation vehicles; oversee all operations for transit fleet vehicles, including the procurement, servicing, operation, maintenance, and repairs of NCRTD vehicles.

Monitors, evaluates, and improves operations related to the efficiency, safety, and financial effectiveness of the fleet; researches, evaluates, and participates in the procurement and negotiation of vehicle replacement, including the preparation of customized specifications for NCRTD needs.

Directs and performs safety inspections of all new and existing vehicles to ensure vehicles are in compliance with established laws, regulations, and policies; ensures the proper and timely repair of vehicles in violation of safety standards.

Serves as fleet operator trainer; acts as CDL examiner; trains drivers in pre-trip procedures and inspection processes; may conduct "maneuvering over the road" driving examinations; ensures compliance with New Mexico DOT commercial driver licensing laws, rules and regulations.

Assists the Transit & Maintenance Operations Director as needed and acts as the Transit & Maintenance Operations Director in his absence as assigned by the Executive Director.

Directs and monitors off-site maintenance and repair of vehicles; establishes effective working relationships with contract service providers as needed to expedite the completion of maintenance and repair to return vehicles to operation and service; monitors quality of services received; directs and oversees emergency repair and recovery functions for roadside vehicles; develops schedules for vehicle maintenance and repair and ensures adherence to such schedules.

Manages and coordinates the acquisition of vehicles, materials, equipment, parts, etc., in compliance with NCRTD Procurement Codes; solicits bids according to established guidelines; participates in making bid awards to most responsible bidders; maintains stock and supplies to meet maintenance and servicing needs for both fleet and buildings; directs related inventory functions.

Manages the final disposition and disposal of shop waste and surplus equipment, including used NCRTD vehicles according to all laws and regulations; maintains all records and requirements for the fleet, including vehicle registrations, inspection records, repair records, and records for warranties, etc.

Manages the construction and maintenance of infrastructure associated with bus line stops and passenger waiting areas; oversees installation of signage and postings related to infrastructure needs and requirements.

Manages, oversees and administers, utilizing facilities maintenance software, the maintenance of all aspects of the organization's Administrative, Operations, and Maintenance Facility (The Jim West Building); ensure that all building systems continue to operate efficiently and that the physical condition of the facility does not deteriorate; ensures that all building features are in compliance with all regulations and policies.

Maintains records for maintenance and repair work on the facility and to record all safety inspections; develops schedules and priorities for maintenance and repair work on the facility and ensures the adherence to such schedules; ensures compliance with facility safety standards.

Performs other related duties as required.

MINIMUM QUALIFICATIONS

1. Education and Experience:

   A. Graduation from college with bachelor's degree in public facilities management, fleet administration or a directly related field;

   AND

   A. Five (5) years of progressively responsible experience performing above or related duties, two (2) years in a supervisory capacity;

   OR

   C. An equivalent combination of education and experience related to "rolling stock" management and facility maintenance. .

2. Knowledge, Skills and Abilities:

   Considerable Knowledge of methods, practices, and procedures of fleet management and building maintenance and repair; business and financial principles, such as budgeting, contract development, and the establishing of price agreements; depreciation factors and fleet condition reports. **Working knowledge of** the Wright Express Fuel Card System; NCRTD Procurement Code; occupational hazards and the necessary safety precautions applicable to vehicle and building maintenance work.

   Considerable skill in the art of diplomacy and cooperative problem solving. **Skill in** using personal computers and applicable software applications including spreadsheets programs; operating audio visual equipment; public speaking; math skills; English and grammar skills; hand and power tools.

   Ability to clearly and effectively communicate both verbally and in writing.

3. Special Qualifications:

   Must possess a valid Driver's License with a satisfactory driving record. Must be able to obtain a CDL Class B license with passenger (P) endorsement within three months of employment with the District. Demonstrated skill in computer software programs including MS Word, Excel, Outlook, and PowerPoint. Must be able to work with no advance notice additional hours, evenings, on-call, holidays and weekends and be able to travel. This position is deemed to be a safety sensitive position under FTA drug and alcohol regulations, and therefore is subject to random drug testing.

4. Work Environment:

   Incumbent of the position generally performs in a facilities setting with appropriate climate controls. Tasks require a variety of physical activities, generally involve moderate muscular strain, such as walking, standing, stooping, sitting, reaching and lifting. Must be able to lift 20 lbs. Regular talking, hearing and seeing required in the normal course of performing the job. Common eye, hand and finger dexterity required to perform various essential functions. Mental application utilizes memory for details, listening, verbal instructions, emotional stability, discriminating thinking and creative problem solving. Frequent travel required in normal course of job performance.

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(Employee)

North Central Regional Transit District

Job Description

Title:	Fleet & Facilities Maintenance Worker	**Code:**	**226**
Division:	Field Operations	**Effective Date:**	04/13
Department:	Operations	**Last Revised:**	

GENERAL PURPOSE

Performs a **variety of semi-skilled duties** related to the day-to-day upkeep, maintenance, repair, remodeling and construction of district fleet, equipment and facilities. Assists Facilities Maintenance Specialist in all aspects of facilities maintenance, repairs and cleaning of District buildings, premises, and property.

SUPERVISION RECEIVED

Works under the general supervision of the Fleet & Facilities Maintenance Manager. May receive technical or functional supervision from higher level staff as assigned.

SUPERVISION EXERCISED

None.

ESSENTIAL FUNCTIONS

Assists Fleet- Facilities Manager in shuttling buses to and from repair facilities and cleaning the exterior and interior of the NCRTD fleet. Safely operates a variety of vehicles and buses to and from repair facilities when repairs and servicing is required on the entire NCRTD fleet. Washes fleet vehicles and details interiors of all fleet vehicles as required.

Assists Facilities Maintenance Specialist in performing preventative maintenance on environmental systems. Assists with replacing or cleaning filters of building HVAC equipment. Assists with cleaning vents and ducts.

Assists Facilities Maintenance Specialist in repairing and maintaining building fixtures and furniture. Assists in repairs and maintenance of toilets, sinks, water fountains, and drainage pipes. Assists in replacing or installing doors, locks, windows, and related hardware. Assists with replacement of burned out or non-functioning lighting fixtures both internally and externally.

Assists in maintaining buildings safety features. Documents fire extinguishers inspections. Ensures security systems are functional and operating. Checks for and reports signs of vandalism and theft.

Cleans and maintains District's properties. Maintains grounds and landscaping at various District facilities including shelters and bus stops. Performs inspection of and maintains all bus shelters, signage, and trash receptacles. Pressure washes shelters and replaces panels as needed. Pickups trash at all shelters. Insure that all shelter areas are free of weeds and trash. Installs information in shelter kiosks and multi-sided displays and repairs as needed.

Performs other related duties as required.

MINIMUM QUALIFICATIONS

1. Education and Experience:

   A. Graduation from high school or GED;

   AND

   B. One (1) year of driving experience in the Transit or School Bus industry and general landscaping, labor, trash and snow removal procedures for the duties and functions listed under "Knowledge, Skills and Abilities;

2. Knowledge, Skills and Abilities:

   Some Knowledge of basic method and proper and efficient use of hand and power tools, materials and equipment used in maintenance and construction trades; safety procedures;

   Some Skill in the tools and performance of the tasks for the various maintenance and cleaning tasks.

Ability to safely operate all power washers, electrical, air and gas powered tools, mechanical tools, snow removal equipment and/or other equipment as assigned; handle hazardous materials safely; conform to all safety regulations and practices; quickly learn and apply pertinent District functions, policies, rules and regulations; perform heavy and sustained manual labor; operate vehicles while observing legal and defensive driving practices; use hand and power tools, safety equipment, and related maintenance equipment; maintain adequate maintenance and supplies and equipment; read, writes, and do math at the l2th grade level; effectively follow oral and written instructions; establish and maintain effective working relationships; conduct self in an appropriate manner as a representative of the NCRTD working effectively in a diverse work environment; complete basic work activity records and time reports; learn and effectively perform maintenance techniques specific to work assignments; work independently in the temporary absence of supervision.

3. Special Qualifications:

Must be available to work outside regular business hours, as required by the demands of the job. Must possess a valid NM CDL Driver's License with P endorsement, satisfactory driving record and meet the District's driving standards. Demonstrate regular and reliable attendance. Project a positive image and support for the NCRTD at all times.

4. Work Environment:

Tasks require variety of physical activities generally involving muscular strain, such as walking, standing, stooping, sitting, reaching, lifting, etc. (occasionally move up to 50 pounds). Talking, hearing and seeing essential to the performance of the job. Tasks require sufficient manual dexterity with or without reasonable accommodation, which permits the employee to operate hand equipment, feel objects or controls and make adjustments to equipment. The work environment is generally 15% indoors in a temperature-controlled office and 85% outdoors in various weather conditions; some travel is required. Noise level in the work environment is usually moderate but on occasion may be exposed to loud noises while utilizing cleaning tools. While performing the duties of this job, the employee works near moving equipment and vehicles and is exposed to risk. May be required to work in confined spaces and wear personal protective equipment or respirator to protect against exposure to loud noises and exposure to hazardous materials.

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I _____ have reviewed the above job description. Date:_____ _____
(Employee)

North Central Regional Transit District
Job Description

Title:	Facilities Maintenance Specialist	**Code:**	**225**
Division:	Field Operations	**Effective Date:**	04/13
Department:	Operations	**Last Revised:**	

GENERAL PURPOSE

Performs a **variety of journey level skilled duties** related to the day-to-day upkeep, maintenance, repair, remodeling and construction of district equipment and facilities.

SUPERVISION RECEIVED

Works under the general supervision of the Fleet & Facilities Maintenance Manager.

SUPERVISION EXERCISED

None.

ESSENTIAL FUNCTIONS

Diagnoses problems and makes repairs or replaces worn or defective equipment parts; and performs construction and remodeling work on District buildings, premises, and property.

Leads and performs preventative maintenance on environmental systems; replaces or cleans filters; performs routine maintenance on HVAC systems; cleans and/or repairs vents and ducts; maintains and/or replaces thermostats.

Repairs and maintains building fixtures, furniture, electrical, and plumbing systems; diagnoses failures in equipment and initiates necessary repairs; repairs and maintains toilets, sinks, water fountains, and drainage pipes; replaces or repairs electrical switches, fixtures, and related systems; replaces parts in any motorized or electrical machinery; replaces or installs doors, locks, windows, and related hardware.

Ensures that all buildings safety features are operational; inspects fire extinguishers as scheduled; checks alarm and/or sprinkler systems; assists in maintaining building security system and procedures; checks for and reports signs of vandalism, theft, or break-ins.

Inspects and evaluates physical condition of establishment; maintains grounds and landscaping at various District facilities including shelters and bus stops; maintains all bus shelters, signage, and trash receptacles; pickups all trash at all shelters; insure that all shelter areas are free of weeds and trash;

Performs routine administrative duties; periodically inventories maintenance supplies and equipment, and investigates new and improved maintenance processes; assists in establishing repair priorities.

Performs general record keeping; records completed maintenance tasks on work orders; uses a computer terminal for data entry, inquiries, and modification; safely operates all electrical and air powered tools, pipe fitting, welding, hydraulic, pneumatic, and other mechanical tools, snow removal equipment and/or other equipment as assigned; handles hazardous materials safely; conforms to all safety regulations and practices.

Performs other related duties as required.

MINIMUM QUALIFICATIONS

1. Education and Experience:

   A. Graduation from high school or GED;

   AND

   B. Four (4) years of progressively responsible experience in industrial maintenance mechanics or in building construction trades (carpentry, painting, plumbing, heating and air conditioning);

   OR

   C. An equivalent combination of education and experience related to "rolling stock" management.

2. Knowledge, Skills and Abilities:

Considerable Knowledge of building safety and security codes and OSHA standards and requirements; occupational hazards and the necessary safety precautions applicable to vehicle and building maintenance work electrical circuits and devices related to building maintenance; the operation and repair of environmental control systems and related building equipment; plumbing, electrical, and carpentry methods; safety procedures and ability to follow safe working practices; pertinent District functions, policies, rules and regulations;.

Some Skill in maintenance of electric motors, pumps, HVAC systems, etc.; use of miscellaneous hand and power tools for carpentry, painting, plumbing, electrical work; basic mechanics, basic electrical and plumbing operations, basic carpentry and masonry.

Ability to repair and maintain environmental control systems and plumbing and electrical systems; repair and maintain furniture, doors, windows, and related hardware; use hand and power tools, safety equipment, and related maintenance equipment; maintain adequate maintenance and supplies and equipment; read, write, and do math at the 12th grade level; follow instructions; coordinate maintenance and projects; establish and maintain effective working relationships; read and understand at the appropriate level technical manuals, schematics, blueprints and technical trade code books pertaining to facilities and equipment serviced; conduct self in an appropriate manner as a representative of the NCRTD working effectively in a diverse work environment.

3. Special Qualifications:

Must possess a valid Driver's License with a satisfactory driving record. This position is deemed to be a safety sensitive position under FTA drug and alcohol regulations, and therefore is subject to random drug testing.

4. Work Environment:

Tasks require variety of physical activities generally involving muscular strain, such as walking, standing, stooping, sitting, reaching, lifting, etc. (occasionally move up to 50 pounds). Talking, hearing and seeing essential to the performance of the job. The work environment is generally 50% indoors in a temperature-controlled office and 50% outdoors in various weather conditions; some travel is required. Noise level in the work environment is usually moderate but on occasion may be exposed to loud noises when diagnosing problems or making repairs. While performing the duties of this job, the employee works near moving equipment and vehicles and is exposed to risk. May be required to work in confined spaces and wear personal protective equipment or respirator to protect against exposure to loud noises and exposure to hazardous materials. Common eye, hand, finger dexterity is required. Mental application utilizes memory for details, verbal instructions, discriminating thinking. Occasional local travel required in normal course of job performance.

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I _____ have reviewed the above job description. Date:_____ _____

(Employee)

North Central Regional Transit District

Job Description

Title:	Administrative Specialist	**Code:**	**230**
Division:	Operations Support	**Effective Date:**	04/13
Department:	Operations	**Last Revised:**	

GENERAL PURPOSE

Performs a variety of **administrative support** duties designed to expedite day-to-day administrative functions of the Operations Department.

SUPERVISION RECEIVED

Works under general supervision of the Transit & Facilities Operations Director. May receive functional supervision from the Transit & Facilities Maintenance Manager on a project-by-project basis.

SUPERVISION EXERCISED

None.

ESSENTIAL FUNCTIONS

Coordinates and implements office services such as acquisition of supplies and materials, review of time sheets and inputting of work hours, record keeping, projects, and budgetary expenditures , monitors related administrative processes to ensure compliance with established methods, practices and procedures and maintain accuracy of administrative and financial actions and records.

Provides support and other assistance to the Transit & Facilities Operations Director, including the collection and preparation of various operations reports from daily driver report data and/or AVL/CAD software; monitors schedules and deadlines on behalf of the Transit & Facilities Operations Director.

Processes daily invoices and payment vouchers; ensures compliance with established fiscal guidelines; creates and/or verifies purchase order numbers; follows procedures for adding vendors to vendor lists, i.e., obtaining tax certificates, etc.; receives "demand response" revenue collections; balances cash revenues and delivers deposits to finance department; assists the finance staff in the analysis of funding sources and expenditure charging and other budgetary duties including the tracking and charging of purchase requisitions and payment vouchers; assists to analyze and monitor budget in order to forecast and account for short term needs and monitors cash flow.

Receives and reconciles fuel receipts with WEX monthly fuel consumption report; monitors record to verify use at State-approved fueling sites; prepares weekly report of fuel receipts and compiles for monthly review.

Analyzes operating practices such as record keeping systems, forms control, office layout, , and the creation of new administrative systems as needed; makes recommendations for changes in various function procedures and implements the same upon approval.

Provides backup support coverage for Dispatch/Customer Service, also assistance with scheduling demand response services as needed; may assist with planning for special events; serves as liaison with public regarding service related to operations, and schedules; may act as first point of contact for customers regarding complaints and commendations.

Acts as a Designated Employer Representative (DER) for the organization; responsible for ensuring adherence to the NCRTD, FTA, and NMDOT Drug and Alcohol Policies; receives notification via IMRO for random drug test selections; may coordinate various tests, include pre-employment, random, post-accident, return to duty, and reasonable suspicion drug testing; schedules tests, receives results and maintains results documentation; provides information to the Operations Director for corrective action for test failures according to established policy; may be on call or called upon after or before regular work hours to administer test procedures.

Assists in the communication of operational and personnel policy information to staff and employees; may participate in interview process of applicants and conducts Operation's Department orientation of new employees; maintains training records and files; monitors employee participation in required "refresher" courses, i.e., defensive driving, first-aid, etc., as needed to maintain driver credentials; issues employee uniforms and monitors uniform inventory.

Utilizes various computer programs and applications such as spreadsheets, state and federal databases, and graphics to assemble, coordinate, and format data and/or reports.

May review or coordinate the work of others, including ensuring the accuracy of timesheets and other employee data; may coordinate and work with human resources in the accounting of employee compensatory time, , annual, sick and other leave, and to track the scheduling of employee evaluations.

Performs other related duties as required.

MINIMUM QUALIFICATIONS

1. Education and Experience:

   A. Graduation from high school; plus two (2) years of specialized training related to administrative support functions or an associate degree in bookkeeping, secretarial science or related field;

   AND

   B. Two (2) years of increasingly responsible administrative support and office clerical experience, that involve frequent public contact;

   OR

   C. An equivalent combination of education and experience.

2. Knowledge, Skills and Abilities:

   Working knowledge of procurement policies, standard federal and state policies and requirements, and basic accounting and bookkeeping methods; proper business English usage including spelling, grammar, and syntax; modern office practices and procedures; clerical procedures and methods related to filing and documenting; report and presentation writing; personal computers and current office software programs for word processing, spreadsheet, presentation, and databases at the advanced level of proficiency; interpersonal communication skills and telephone etiquette; standard office equipment operation. **Some knowledge of** general transit system administrative processes desirable; pertinent District functions, policies, rules and regulations.

   Skill in using personal computers and applicable software applications including spreadsheets and data base programs.

   Ability to conduct self in an appropriate manner as a representative of the NCRTD working effectively in a diverse work environment; quickly learn District operations, programs, policies, procedures, and the functions of the assigned office; perform assigned administrative support functions with speed and accuracy under time pressure; operate a computer including word processing, spread sheet and data base applications; perform basic mathematical calculations; understand and explain District and department policies and procedures; maintain records and files; research and compile data and information, and apply analytical skills; prepare concise and effective written communications; manage multiple projects and operations simultaneously; work independently under time deadlines; build and maintain effective working relationships with those contacted in the course of work using principles of good customer service; communicate effectively both orally and writing in an office environment; maintain confidentiality.

3. Special Qualifications:

   Must be available to work outside regular business hours, as required by the demands of the job. (Must possess a valid Driver's License with a satisfactory driving record.

4. Work Environment:

   Incumbent of the position generally performs in a typical office setting with appropriate climate controls. Tasks require a variety of physical activities, generally involve some muscular strain related to walking, standing, stooping, sitting, reaching and lifting. Must be able to lift 20 lbs. Regular talking, hearing and seeing required in the normal course of performing the job. Common eye, hand and finger dexterity required to perform some essential functions. Mental application utilizes memory for details, listening, verbal instructions, emotional stability, discriminating thinking and creative problem solving.

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I _____ have reviewed the above job description. Date:_____ _____

(Employee)

What Is A Classification Plan?

A position classification plan is an orderly grouping of jobs based upon their difficulty, specific duties, level of responsibility, qualifications and other "work value" criteria required to assume the position.

In order to understand the basis for a classification plan, some of the terms and concepts used must be defined. For example, the basic building block of the entire system is the position. A position is a "group of current duties and responsibilities assigned by authority, which requires the employment of one person."

In classification we group similar positions into what is know as a class. A class is " group of positions which are sufficiently similar in duties and responsibilities so that each position in the group can: 1- be given an appropriate job title; 2- require the same level of education and experience; 3- require the same skills and abilities; and 4- have the same salary range apply to all positions with "equity". No one factor determines which class a position will be placed in.

FACTORS TO BE CONSIDERED WHEN CLASSIFYING POSITIONS

1. Do not confuse the position with the employee, the individual.

2. Distinguish between the qualifications required for the position and those of the employee(s) who presently occupy it. They may or may not be the same.

3. Since the employee's performance or qualifications are not being classified, it makes no difference in the "value" of the position how well or how poorly the incumbent performs the job.

Remember that the classification plan deals with the types of work as described in job descriptions and is not an attempt to evaluate departments or employees. The study deals only with what employees are officially assigned. Such things as individual competence, efficiency, capability, experience, or length of service are not considered classification factors. The position classification process deals with jobs, not individuals.

USE OF THIS PLAN

A position classification plan is the keystone of an effective personnel system, and it benefits both employer and employee. Employees can refer to it for promotion potential in their occupation and can learn what additional training and experience they will need to perform at higher level positions. Employees can know that job requirements have been analyzed properly and they will be paid at the same salary range as other employees performing similar work.

By using the plan, supervisors and department heads can determine the proper classification for new or additional positions. Executives and Boards can use it for setting equitable compensation for various positions. They can also use it for budget development.

Fundamentally, a classification plan provides a structure for dealing with personnel matters and permits the matching of pay policy with duties, responsibilities, and other requirements rather than other subjective factors.

APPLICATION OF THE "LEAD WORKER" CONCEPT

In addition to the basic classification plan, it is recommended that the concept of "lead worker" be understood to recognize and compensate for moderate distinctions in work situations that do not warrant the creation of separate classes.

The "lead worker" concept is intended for classifications which are primarily non-supervisory in nature but in which one of the positions in the class has been delegated limited supervisory duty. These duties might include: distributing work assignments, maintaining a balanced work load among a group, reviewing completed work, keeping records of work production and attendance or employees in the same or comparable classes, and assuming the duties of a superior for short periods of time. These duties by themselves normally do not justify allocation to or creation of a separate class.

An employee designated as "lead worker" may receive additional compensation to their base pay (approximately 3-5%) for the duration of the lead worker assignment. This approach is not only economical but provides for selection and assignment of capable employees without going through formal reclassification. At the completion of their lead worker assignment, employees should revert to their original base pay rate.

Caution should be exercised to avoid using the lead worker concept as a means of financially rewarding senior workers.

Factor I- Job Knowledge 40%

North Central Regional Transit District

KNOWLEDGE, SKILLS & ABILITIES / FORMAL EDUCATION & TRAINING	A Minimal Formal Education.	B Graduation From High School Or GED.	C High School, GED & up to 1 Year Of Job Related Training or Education.	D 2 Years Of Job Related Training, or Associate Degree.	E 4 Years of job related training, Or Bachelor's Degree.	F 4 yr. degree plus 1 Year Of Graduate Work.	G 2 Years Of Graduate Work, Masters Degree Or Equivalent.	H Extensive Graduate Work Beyond Masters.
1. Unskilled. Ability to follow simple oral instructions. Reading and performing simple mathematical computations may be required. May need a basic understanding of the use of common office equipment or basic hand and power tools. Requires basic understanding of well defined essential functions.	**0.62** 0.65	0.68 **0.72** 0.75	0.78 **0.82** 0.87			**Additional points are awarded for required experience as a percentage of the points awarded for Job Knowledge:** I. Up to one (1) year of experience...5% II. Up to three (3) years of experience..10% III. Up to five (5) years of experience..20% IV. Up to eight (8) years of experience...40% V. Over eight (8) years of experience...50%		
2. Semi-skilled. Proficiency in the use of simple equipment. Knowledge of general office procedures, practice or operations. Proficient in math, reading and keyboard operations.	0.77 **0.81** 0.85	0.89 **0.93** 0.98	1.02 **1.07** 1.12	1.17 **1.23** 1.29				
3. Requires working level knowledge, skills, and abilities related to a broad range of either complex clerical or technical functions or apprentice level knowledge of a single funtion area or work specialization.	1.00 **1.05** 1.11	1.15 **1.21** 1.27	1.33 **1.39** 1.46	1.53 **1.60** 1.68	1.75 **1.84** 1.93			
4. Requires para-professional or full performance level of knowledge, skills, and abilities primarily related to a well defined discipline or vocational specialization. Journey level proficiency.	1.30 **1.37** 1.44	1.50 **1.57** 1.65	1.72 **1.81** 1.90	1.60 **2.08** 2.19	1.84 **2.39** 2.51			
5. Entry level professional KSA's utilizing techniques which require understanding of involved practices, principles and/or theory or mastery of a well defined discipline or vocational specialization.		1.95 **2.05** 2.15	2.24 **2.35** 2.47	2.58 **2.71** 2.84	2.96 **3.11** 3.27	3.41 **3.58** 3.76	3.92 **4.12** 4.32	4.51 **4.73** 4.97
6. Requires experienced professional level knowledge, skills, and abilities. High proficiency demonstrated through independent application of principles or theory. Creative work.			2.91 **3.06** 3.21	3.35 **3.52** 3.69	3.85 **4.05** 4.25	4.43 **4.65** 4.89	5.10 **5.35** 5.62	5.86 **6.15** 6.46
7. Highly developed, seasoned professional. Managerial KSA's, Mastery of involved practices, precedents, theory, principles.				4.36 **4.57**	5.01 **5.26** 5.52	5.76 **6.05** 6.35	6.63 **6.96** 7.30	7.62 **8.00**

This factor measures the nature and extent of information or facts which the worker must understand to do acceptable work (e.g., steps, procedures, practices, rules, policies, theories, principles, concepts and precedents) and the nature and extent of skills/abilities necessary to apply the acquired knowledge. It also includes the amount of training required by the job prior to entry. Special requirements, certifications or licenses. **Award additional points as a percentage of the points awarded above for knowledge & training for the following:** I. Commercial drivers, applicator, operator licenses or specialized clerical or recreational certification...5%. II. Technical license or certification...10% III. Professional license or designation...20%. Annual or periodic recertification, testing or mandatory training requirements...award an additional 5%.

Factor II- Responsibility 35%

CONTROLS OVER THE WORK / ACCOUNTABILITY & ACCURACY	A	B	C	D	E	F
	Consequences of error produce little or no negative impact. Remedies are readily available within the context of the task being performed. Minimal loss of time to correct the error.	Error s normally result in loss of own time to correct or check. Quality of task completion impacted by need for accuracy related to repetitive tasks or operations.	Errors may result which affect one or more work group Immediate Supervisors must remedy errors related to accuracy and generally assume full accountability. Impact may vary in severity.	Errors may result affecting multiple work units within a department or cause injury or operating problems difficult to correct. Financial/legal implications exist to some degree.	Errors may result affecting entire department(s). Consequences affect public image for an extended time period requiring considerable resources to correct. Financial/legal implications are serious.	Errors may result which affect the entire organization. Consequences severely affect organizational efficiency. Public image severely damaged. impact demands executive action. Extensive Financial/legal implications
1. Clear, detailed and specific instructions given for both one-of-a-kind and repetitious tasks; work is closely controlled through the structured nature of the work, by circumstances in which it is performed, or through review of the supervisor.	**0.94** 0.98	1.16 **1.22** 1.28	1.51 **1.58** 1.66			
2. Continuing or individual assignments. Supervisor specifies limitations, quality and quantity of work expected, deadlines and priorities. There is some freedom allowed in selecting methods to be used, but are limited.	1.03 **1.08** 1.13	1.33 **1.40** 1.47	1.73 **1.82** 1.91	2.26 **2.37** 2.49	2.93 **3.08** 3.23	
3. The work is strictly controlled by practices and procedures which are covered by well defined policy; work is performed without direct supervision but is reviewed periodically by the supervisor.	1.18 **1.24** 1.30	1.53 **1.61** 1.69	2.00 **2.09** 2.20	2.59 **2.72** 2.86	3.37 **3.54** 3.72	
4. The work is subject to policies, practices, and procedures. Some freedom is allowed in the application of policy or procedure. The supervisor sets the overall objectives and identifies available resources. Employee in consultation with supervisor develops projects and deadlines.		1.76 **1.85** 1.95	2.29 **2.41** 2.53	2.98 **3.13** 3.29	3.88 **4.07** 4.28	
5. Work is performed under managerial direction with the individual determining what, when, and how the work is done. Establishes unit or program goals & objectives			2.64 **2.77** 2.91	3.43 **3.60** 3.78	4.46 **4.68** 4.92	5.80 **6.09** 6.39
6. These jobs by their very nature and size, are broadly subject to general goals and objectives. Work is performed under broad guidance of policy makers. Much autonomy and freedom to act is essential to job effectiveness.				3.94 **4.14** 4.35	5.13 **5.38** 5.65	6.67 **7.00**

Additional points are awarded for supervisory responsibility and public contacts as a percentage of the points awarded for responsibility: SUPERVISION: I. Serves as leadworker of one unit, crew, or group.....5% II. Performs as first-line supervisor. Is responsible for quality and quantity. Schedules and assigns work.....10%. III. Supervises more than one group performing similar functions. Has general responsibility for project completion.....20%. IV. Supervises a department. Determines priorities. Delegates through subordinate supervisors. Hires & Disciplines.....40%. PUBLIC CONTACTS: I. recurring routine contacts with the public or workers in other units requiring exchange of factual information or explanation.....10% II. Contacts with people and/or managers regarding routine administrative or technical matters.....15%. III. Contacts with administrators or professionals in developing and soliciting cooperative relationships.....20% IV. Contacts with administrators with significant impact on programs, projects or policies....25%. V. Contacts with legislative, executive or judicial officials affecting the purpose of the organization...30%. BUDGET: I. Secondary responsibility to implement and monitor the budget of a section or division.....5%. II. Primary responsibility to prepare and administer a budget for more than one section or division, or for a department .....10%. **III. Comprehensive District Wide Budget Planning & Management.....30%**

Factor III- Difficulty of Work 15%

COMPLEXITY & VARIETY OF WORK / JUDGMENT & DECISIONS REQUIRED	A	B	C	D	E	F
	Little or no judgment or decisionmaking. Decisions limited to routine steps in perfroming well defined tasks or in determining the speed at which to perform.	Decisions are few and directly related to a well defined process. Requires some judgment in selecting variations in sequence of steps, operations or procedures.	Decisions are frequent but related to a well defined process. Judgment is required to select most suitable procedure from more than one process alternative.	Decisions are varied and based upon practice or policy. Employee required to make interpretative judgments when necessary to deviate from standard methods. Determines use of resources.	Decisions are varied based upon broad principles and guidelines. Judgment required to determine program direction and options for policy implementation.	Makes technical and complex decisions based upon research. Judgments must be made without existing guidelines. Creates policy affecting the entire organization.
1. The work consists of a few tasks or functions that are clear cut and directly related. Action to be taken or responses to be made are readily available. There is little variation in the work.	**0.40**	0.50 **0.52** 0.55				
2. The work consists of duties involving more than one sequence of steps. Variations in the work stem from differences in the source of information, kinds of transactions, entries or other factual situations.	0.44 **0.46** 0.49	0.57 **0.60** 0.63	0.74 **0.78** 0.82			
3. The Work consists of various duties involving different processes and methods. Choices to be considered differ with the subject, phase, or issues involving each assignment.	0.51 **0.53** 0.56	0.66 **0.69** 0.73	0.86 **0.90** 0.94	1.11 **1.17** 1.23		
4. Aspects of the work involve conditions and elements that must be identified and analyzed to discern interrelationships and deviations from standards in a specialty field or discipline. Tasks require development of goals and objectives based upon existing interpretation of established policies, rules and guidelines.		0.76 **0.79** 0.83	0.98 **1.03** 1.08	1.28 **1.34** 1.41	1.66 **1.74** 1.83	2.16 **2.27** 2.38
5. The work consists of independent assignments with varying duties which comprise a primary level of responsibility. Factors to be considered involve the assessment of unusual circumstances, variations in approach, incomplete or conflicting data, and incompatible results. The work requires the development and implementation of program options.		0.87 **0.91** 0.96	1.13 **1.19** 1.25	1.47 **1.54** 1.62	1.91 **2.01** 2.11	2.48 **2.61** 2.74
6. The work consists of a variety of duties involving a broad range of activities or depth of analysis to develop and implement organization-wide goals and policies.				1.69 **1.78** 1.86	2.20 **2.31** 2.42	2.86 **3.00**

Award additional points for stress as a percentage of points awarded for difficulty of work: This sub-factor attempts to recognizes the degree of mental or emotional fatigue or stress inherent to the job and sustained through concentration, work pressures or critical incidents (CIS syndrome). Consider the cycle, duration, and intensity sustained. Consider the need to deal with the public over controversial issues, the responsibility for problem resolution and the need to meet time deadlines. SOME- 5% MODERATE- 10% CONSIDERABLE- 15% CRITICAL INCIDENT-20%

FActor IV- Work Environment 10%

WORKING CONDITIONS / PHYSICAL EFFORT	A	B	C	D
	Effort is minimal and is exerted only for short, intermitted periods. Effort involves light lifting of tools,objects, and working materials. May involve light pushing, pulling, reaching, bending. Requires normal hearing and visual acuity. Normally performs in seated position. Occasional standing for short durations.	Effort is exerted occasionally for short periods of time. Strain periodic but not prolonged. Moderate lifting, pushing, pulling, bending. More than normal visual and hearing acuity for precision work. Normally performs in abnormal sitting or standing positions. Moderate Manual dexterity required.	Effort is exerted regularly for sustained periods of time. Strain may be for frequent or moderate duration. Moderately heavy lifting, pushing, pulling. Considerable crouching, stooping or lying in prone position, Some strain on sight and hearing. Performs in abnormal positions. High Manual dexterity required.	Effort is prolonged and frequent. Strain may be extended in duration. Effort involves heavy lifting (90 lbs), pushing, pulling with excessive crouching, stooping or lying in prone position. Could involve intense strain on sight and hearing. High manual dexterity be required.
1. No observable hazards or threat to health or safety. Adequate working conditions with at least minimum environmental conditions to assure the comfort of most workers.	**0.60** 0.63	0.66 **0.69** 0.72	0.75 **0.79** 0.83	0.87 **0.91** 0.96
2. Minimum hazardous working conditions. Minor threat to health and/or safety. Generally adequate working conditions with minimum environmental conditions to assure comfort. Traveling in an automobile may be a regular part of the job.	0.74 **0.78** 0.82	0.85 **0.89** 0.94	0.98 **1.03** 1.08	1.13 **1.18** 1.24
3. Occasional exposure to hazardous work conditions (noise, fumes, heights, slippery, vibrations, moving parts, disease etc.). Moderate exposure to dust, grease, temperature changes, noise, inadequate lighting, inclement weather, etc. Periodic conditions which involve chance of injury.	0.96 **1.01** 1.06	1.11 **1.16** 1.22	1.27 **1.34** 1.40	1.47 **1.54** 1.62
4. Daily exposure to hazardous work conditions. Prolonged and frequent exposure to dust, grease, extreme temperature, or severe outdoor weather conditions. Recurring conditions which involve chance of injury.	1.25 **1.32** 1.38	1.44 **1.51** 1.59	1.66 **1.74** 1.83	1.90 **2.00**

Hazard Uncertainty: For positions which daily require the operation of service vehicles on city/county/state/federal roadways, **add 50%.** For positions requiring regular and frequent travel, whether local or regional, primarily by automobile, **add 25%.**

NCRTD Point Evaluation

By Rank Order

FLSA Exempt	Job Code	Department	Job Title	Factor I				Factor II				Factor IV		Factor III		Total Pts.
				Job Knowledge	Years Exper.	Certs, License	Annual Recert	Respon-sibility	Super-vision	Public Cont.	Budget	Difficulty Of Work	Stress	Work Environ	Haz-ard	
Yes	110	ADMINISTRATION	FINANCE DIRECTOR	5.26	2.10	0.00	0.00	6.09	2.43	1.52	1.83	2.61	0.39	0.60	0.00	22.83
Yes	200	OPERATIONS	TRANSIT & FACILITIES OPERATIONS DIRECTOR	5.26	2.10	0.26	0.26	6.09	2.43	1.52	0.61	2.61	0.39	0.78	0.19	22.52
Yes	120	ADMINISTRATION	HUMAN RESOURCE/SAFETY & RISK ADMINISTRATOR	4.05	0.81	0.40	0.20	4.68	0.47	1.17	0.23	2.48	0.37	0.60	0.00	15.47
Yes	220	OPERATIONS	FLEET & FACILITIES MAINTENANCE MANAGER	4.05	0.81	0.20	0.20	3.60	0.72	0.90	0.36	2.01	0.30	1.16	0.58	14.90
Yes	125	ADMINISTRATION	PUBLIC INFORMATION OFFICER	4.05	0.81	0.00	0.00	4.68	0.47	1.40	0.23	1.78	0.27	0.78	0.19	14.66
Yes	115	ADMINISTRATION	FINANCIAL ANALYST	4.05	0.81	0.00	0.00	4.68	0.00	0.70	0.47	1.74	0.26	0.60	0.00	13.31
Yes	130	ADMINISTRATION	PROJECTS & GRANTS SPECIALIST	4.05	0.81	0.00	0.00	4.07	0.00	0.81	0.20	1.54	0.23	0.78	0.19	12.69
No	205	OPERATIONS	TRANSIT SHIFT SUPERVISOR	2.05	0.82	0.10	0.10	3.60	0.36	0.54	0.00	1.34	0.20	1.16	0.58	10.86
No	135	ADMINISTRATION	EXECUTIVE ASSISTANT	3.11	0.62	0.00	0.00	3.60	0.00	0.54	0.18	1.13	0.17	0.60	0.00	9.96
No	116	ADMINISTRATION	FINANCIAL SPECIALIST	2.71	0.54	0.00	0.00	2.09	0.00	0.31	0.10	1.03	0.15	0.60	0.00	7.55
No	230	OPERATIONS	ADMINISTRATIVE SPECIALIST	2.08	0.21	0.00	0.00	2.09	0.00	0.31	0.10	1.08	0.16	0.78	0.19	7.02
No	225	OPERATIONS	FACILITIES MAINTENANCE SPECIALIST	1.57	0.31	0.00	0.00	2.09	0.00	0.21	0.00	0.90	0.09	1.16	0.58	6.93
No	210	OPERATIONS	*TRANSIT DRIVER III/LEAD	1.21	0.48	0.06	0.06	2.00	0.10	0.20	0.00	0.79	0.08	1.01	0.51	6.50
No	215	OPERATIONS	*CUSTOMER SERVICE REPRESENTATIVE II	1.50	0.15	0.07	0.07	1.91	0.00	0.19	0.00	0.66	0.10	1.01	0.51	6.18
No	211	OPERATIONS	*TRANSIT DRIVER II	1.21	0.24	0.06	0.06	1.82	0.00	0.18	0.00	0.52	0.05	1.01	0.51	5.67
No	226	OPERATIONS	FLEET & FACILITIES MAINTENANCE WORKER	0.72	0.07	0.04	0.04	1.22	0.00	0.12	0.00	0.52	0.03	1.51	0.38	4.64
No	216	OPERATIONS	*CUSTOMER SERVICE REPRESENTATIVE I	0.93	0.05	0.00	0.00	1.91	0.00	0.19	0.00	0.69	0.10	0.60	0.00	4.47
No	212	OPERATIONS	*TRANSIT DRIVER I	0.89	0.09	0.04	0.04	0.94	0.00	0.09	0.00	0.42	0.04	0.96	0.48	4.00

*= Union

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Compensation Philosophy

In the ongoing debate over which approach to take in the development of organizational compensation objectives and strategy, there are two dominate positions. One is to be a "market driven" or "market based" system, where the prevailing practice of a defined market is used to establish the effective pay rate for all jobs in the organization. The second is to be a "value" or "equity based" system where job classifications are established using some internal equity methodology, then combined with regression analysis to create pay ranges.

Initially the most appealing is classification. These systems promote the perception of equity, fairness and consistency. While most organizations which subscribe to an "equity based" system buy an off-the-shelf program, such as Hay, Decision Band, or some other approach, the values built into these programs may or may not be consistent with those of the organization. It is the opinion of Personnel Systems that in order to have the most reliable, effective and defensible internal equity /classification system, the "worth of work" values of your organization need to be identified and structured into the classification instrument.

The classification approach, no matter how effectively developed and designed, still has administrative headaches. Such as those created by supply and demand issues in the market. You will identify this problem by "market sensitive" positions. Though valued properly based upon your classification system, the assigned pay ranges for these jobs are non-competitive or inadequate. These market conditions may be temporary or may persist over several years.

When frustrations with market sensitive positions persist some managers tend to want to abandon the internal equity method in order to better serve the market sensitive master. This establishes the notion that pure market pricing is the competitive reality. The reality of the situation comes into play when problem indicators surface, such as attrition rates on the rise. However, it is questionable that base pay alone, unless significantly greater, would entice employees to want to change employment. Another issue derived from the market centers around the history of pay practices for gender dominated jobs, the practices which spawned the "comparable worth" debates of the 1980's. Though much ground has been gained in overcoming the perceptions of inequality, to formalize a pay system based solely upon prevailing market job pricing will tend to preserve bias and various forms of compensation discrimination. The greatest weakness in the pure market approach lies in the ability, or inability, to collect quality market data on 100% of your jobs, which forces the use of some internal comparison method.

So what is the conclusion? The conclusion is, that to subscribe to any approach to the total exclusion of the other ultimately results in incongruity. The successful compensation system is eclectic and based upon the integration of the market based approach with a classification system.

North Central RTD Compensation Study 2013

		Eval Points	Range Minimum	Range Midpoint	Range Maximum	Average Actual	Range %
SANTA FE SCHOOL DISTRICT	FINANCE DIRECTOR	22.83	$90,000	$91,359	$92,718	$92,718	3.0%
LOS ALAMOS SCHOOL DISTRICT	FINANCE MANAGER/DIRECTOR	22.83	$85,000	$93,000	$101,000	$100,858	18.8%
FARMINGTON SCHOOL DISTRICT	FINANCE MANAGER/DIRECTOR	22.83	$84,855	$99,705	$114,554	$101,826	35.0%
ROSWELL SCHOOL DISTRICT	FINANCE MANAGER/DIRECTOR	22.83	$83,490	$98,101	$112,712	$100,188	35.0%
LOS ALAMOS COUNTY	FINANCE DIRECTOR/MANAGER/BUDGET OFFICER	22.83	$80,062	$103,977	$127,892	$114,827	59.7%
HOBBS SCHOOL DISTRICT	FINANCE MANAGER/DIRECTOR	22.83	$78,501	$82,707	$86,912	$82,705	10.7%
CARLSBAD SCHOOL DISTRICT	FINANCE MANAGER/DIRECTOR	22.83	$76,490	$95,990	$115,490	$95,990	51.0%
LAS CRUCES SCHOOL DISTRICT	FINANCE MANAGER/DIRECTOR "CONTROLLER"	22.83	$72,203	$78,584	$84,965	$84,965	17.7%
ALBUQUERQUE SCHOOL DISTRICT	FINANCE MANAGER/DIRECTOR	22.83	$63,586	$68,355	$73,123	$68,355	15.0%
ESPANOLA SCHOOL DISTRICT	FINANCE MANAGER/DIRECTOR	22.83	$62,000	$75,251	$88,501	$80,000	42.7%
MID-REGION COUNCIL/RIO METRO	FINANCE MANAGER	22.83	$52,116	$68,480	$84,843	$62,539	62.8%
FARMINGTON	FINANCE DIRECTOR/MANAGER/BUDGET OFFICER	22.83	$51,600	$64,350	$77,100	$58,000	49.4%
TAOS COUNTY	FINIANCE DIRECTOR	22.83	$46,039	$56,403	$66,767	$60,550	45.0%
LAS CRUCES SCHOOL DISTRICT	TRANSPORTATION DIRECTOR	22.52	$72,203	$78,584	$84,965	$84,965	17.7%
LAS CRUCES	TRANSIT OP ADMININSTRATOR	22.52	$63,768	$79,711	$95,653	$77,348	50.0%
ESPANOLA SCHOOL DISTRICT	TRANSPORTATION MANAGER	22.52	$62,000	$75,251	$88,501	$77,000	42.7%
SANTA FE CITY	TRANSIT DIVISION DIRECTOR	22.52	$61,514	$85,170	$108,826	$84,888	76.9%
LOS ALAMOS COUNTY	TRANSIT MANAGER	22.52	$58,007	$73,895	$89,782	$73,895	54.8%
ALBUQUERQUE	TRANSIT MGR/OPERATIONS	22.52	$57,262	$74,776	$92,290	$74,776	61.2%
CARLSBAD	TRANSIT MANAGER	22.52	$49,920	$51,719	$53,518	$51,719	7.2%
FARMINGTON SCHOOL DISTRICT	TRANSPORTATION MANAGER	22.52	$49,898	$58,630	$67,362	$59,877	35.0%
ROSWELL	TRANSIT SYSTEM DIRECTOR	22.52	$46,287	$52,682	$59,076	$52,682	27.6%
MID-REGION COUNCIL/RIO METRO	TRANSIT / RAIL MANAGER	22.52	$43,072	$54,681	$66,289	$51,686	53.9%
ALBUQUERQUE SCHOOL DISTRICT	TRANSPORTATION MANAGER	22.52	$42,548	$45,740	$48,931	$45,740	15.0%
LOS ALAMOS SCHOOL DISTRICT	TRANSPORTATION MANAGER	22.52	$35,610	$56,350	$77,089	$56,350	116.5%
ROSWELL SCHOOL DISTRICT	TRANSPORTATION MANAGER	22.52	$33,333	$39,167	$45,000	$40,000	35.0%
CARLSBAD SCHOOL DISTRICT	TRANSPORTATION MANAGER	22.52	$30,000	$35,250	$40,500	$36,000	35.0%
HOBBS SCHOOL DISTRICT	HR MANAGER	15.47	$90,184	$92,470	$94,756	$97,890	5.1%
FARMINGTON	HR MANAGER/DIRECTOR	15.47	$85,700	$106,900	$128,100	$85,700	49.5%
FARMINGTON SCHOOL DISTRICT	HR MANAGER	15.47	$84,855	$99,705	$114,554	$101,826	35.0%
LOS ALAMOS COUNTY	HR MANAGER/DIRECTOR	15.47	$84,065	$109,176	$134,286	$115,327	59.7%
ROSWELL SCHOOL DISTRICT	HR MANAGER	15.47	$83,490	$98,101	$112,712	$100,188	35.0%
CARLSBAD SCHOOL DISTRICT	HR MANAGER	15.47	$76,490	$95,990	$115,490	$95,990	51.0%
CARLSBAD SCHOOL DISTRICT	RISK/SAFETY MANAGER	15.47	$76,490	$95,990	$115,490	$95,990	51.0%
LAS CRUCES SCHOOL DISTRICT	HR MANAGER "HR DIRECTOR"	15.47	$72,203	$78,584	$84,965	$78,584	17.7%
SANTA FE SCHOOL DISTRICT	RISK/SAFETY MANAGER	15.47	$69,920	$70,976	$72,032	$69,920	3.0%
ESPANOLA SCHOOL DISTRICT	HR MANAGER	15.47	$62,000	$75,251	$88,501	$69,270	42.7%
LOS ALAMOS SCHOOL DISTRICT	HR MANAGER	15.47	$60,000	$65,000	$70,000	$61,800	16.7%
LAS CRUCES SCHOOL DISTRICT	RISK/SAFETY MANAGER "SAFETY & SECURITY COORDINATOR"	15.47	$58,887	$67,431	$75,974	$64,673	29.0%
ALBUQUERQUE SCHOOL DISTRICT	HR MANAGER	15.47	$55,292	$59,439	$63,586	$59,439	15.0%
ALBUQUERQUE SCHOOL DISTRICT	RISK/SAFETY MANAGER	15.47	$55,292	$59,439	$63,586	$59,439	15.0%

ROSWELL SCHOOL DISTRICT	RISK/SAFETY MANAGER	15.47	$51,425	$60,424	$69,424	$61,710	35.0%
TAOS COUNTY	HUMAN RESOURCE DIRECTOR	15.47	$46,039	$56,403	$66,767	$54,568	45.0%
LOS ALAMOS SCHOOL DISTRICT	RISK/SAFETY MANAGER	15.47	$30,618	$48,547	$66,475	$48,547	117.1%
LOS ALAMOS COUNTY	FLEET/BUILDING/FACILITIES MANAGER- TRANSIT MANAGER	14.90	$63,953	$81,469	$98,984	$74,325	54.8%
ALBUQUERQUE	FLEET MGR	14.90	$57,262	$74,776	$92,290	$74,776	61.2%
LAS CRUCES	FLEET SERVICES ADMINISTRATOR	14.90	$49,816	$62,270	$74,724	$71,400	50.0%
SANTA FE COUNTY	FLEET SERVICE MANAGER	14.90	$49,787	$62,234	$74,681	$62,234	50.0%
FARMINGTON	VEHICLE MAINTENANCE SUPERINTENDENT	14.90	$49,421	$58,561	$67,700	$65,728	37.0%
FARMINGTON	FLEET/BUILDING/FACILITIES MANAGER- TRANSIT MANAGER	14.90	$47,200	$58,850	$70,500	$57,463	49.4%
LOS ALAMOS COUNTY	TRANSPORTATION SAFETY SPECIALIST	14.90	$42,012	$52,515	$63,018	$59,966	50.0%
LAS CRUCES SCHOOL DISTRICT	MGR/FOREMAN AT BUS CO.	14.90	$41,667	$48,958	$56,250	$50,000	35.0%
LAS CRUCES	SUPERVISOR TRANSIT MAINTENANCE	14.90	$37,967	$47,459	$56,950	$59,798	50.0%
SANTA FE CITY	EQUIPMENT SERVICE MANAGER	14.90	$36,546	$49,528	$62,510	$42,824	71.0%
LAS CRUCES	FLEET MAINTENANCE SUPERVISOR	14.90	$36,137	$45,172	$54,206	$41,171	50.0%
ALBUQUERQUE	SHOP SUPV	14.90	$32,573	$42,349	$52,125	$42,349	60.0%
MID-REGION COUNCIL/RIO METRO	RAIL RUNNER FACILITY MANAGER	14.90	$32,362	$41,162	$49,961	$38,834	54.4%
TAOS	TRANSIT SUPERINTENDENT	14.90	$31,575	$42,664	$53,753	$39,213	70.2%
TAOS COUNTY	MAINTENANCE SUPERVISOR	14.90	$25,332	$30,403	$35,474	$37,340	40.0%
LOS ALAMOS COUNTY	PUBLIC INFORMATION OFFICER	14.66	$70,508	$89,819	$109,130	$93,967	54.8%
FARMINGTON	PUBLIC INFORMATION OFFICER (GOVT. RELATIONS OFFICER)	14.66	$51,600	$64,350	$77,100	$66,074	49.4%
MID-REGION COUNCIL/RIO METRO	MARKETING MANAGER	14.66	$47,379	$60,246	$73,112	$56,855	54.3%
LOS ALAMOS SCHOOL DISTRICT	FINANCE/ACCOUNTING SPECIALIST	12.55	$70,000	$90,000	$110,000	$90,000	57.1%
LOS ALAMOS COUNTY	SENIOR ACCOUNTANT	12.55	$52,614	$67,025	$81,435	$61,206	54.8%
SANTA FE SCHOOL DISTRICT	FINANCE/ ACCOUNTING ANALYST	12.55	$51,212	$68,496	$85,779	$65,294	67.5%
LAS CRUCES SCHOOL DISTRICT	FINANCE/ "FINANCIAL SYSTEMS MANAGER"	12.55	$50,690	$58,034	$65,377	$65,377	29.0%
LOS ALAMOS COUNTY	ACCOUNTANT	12.55	$47,723	$60,794	$73,864	$51,057	54.8%
FARMINGTON	SENIOR ACCOUNTANT	12.55	$47,200	$58,850	$70,500	$52,000	49.4%
ESPANOLA SCHOOL DISTRICT	FINANCE/ ACCOUNTING ANALYST	12.55	$47,100	$53,851	$60,601	$40,000	28.7%
LAS CRUCES SCHOOL DISTRICT	FINANCE/ACCOUNTING SPECIALIST "ACCOUNTANT"	12.55	$45,887	$52,529	$59,170	$59,170	28.9%
SANTA FE SCHOOL DISTRICT	FINANCE/ACCOUNTING SPECIALIST	12.55	$45,320	$60,616	$75,911	$54,384	67.5%
ALBUQUERQUE SCHOOL DISTRICT	FINANCE/ ACCOUNTING ANALYST	12.55	$40,938	$44,008	$47,078	$44,008	15.0%
FARMINGTON	ACCOUNTANT (ACCOUNTING OFFICE MANAGER)	12.55	$40,100	$50,050	$60,000	$56,244	49.6%
TAOS COUNTY	ACCOUNTANT	12.55	$38,295	$46,909	$55,523	$46,378	45.0%
MID-REGION COUNCIL/RIO METRO	ACCOUNTANT II	12.55	$32,362	$41,162	$49,961	$38,834	54.4%
TAOS COUNTY	ACCOUNTANT	12.55	$27,772	$33,330	$38,889	$38,825	40.0%
LOS ALAMOS COUNTY	GRANTS ADMINISTRATOR	11.43	$70,508	$89,819	$109,130	$90,524	54.8%
MID-REGION COUNCIL/RIO METRO	SPECIAL PROJECTS PLANNER	11.43	$35,598	$45,276	$54,953	$42,718	54.4%
TAOS COUNTY	GRANTS ADMINISTRATOR	11.43	$33,372	$40,045	$46,718	$40,682	40.0%
ALBUQUERQUE	ALBUQUERQUE RIDE SUPERVISOR	10.27	$46,530	$60,237	$73,944	$60,237	58.9%
LOS ALAMOS COUNTY	TRANSIT SHIFT SUPERVISOR	10.27	$42,012	$52,515	$63,018	$54,838	50.0%
LAS CRUCES	SUPERVISOR ROUTE OPERATIONS	10.27	$37,041	$46,301	$55,561	$43,947	50.0%
LAS CRUCES	SUPERVISOR DIAL A RIDE OPRTNS	10.27	$33,557	$41,946	$50,336	$42,459	50.0%
CARLSBAD	EXECUTIVE ASSISTANT	8.42	$47,590	$49,306	$51,022	$49,306	7.2%
CARLSBAD	EXECUTIVE SECRETARY	8.42	$41,184	$42,671	$44,158	$42,671	7.2%

FARMINGTON	ADMINISTRATIVE ASSISTANT	8.42	$40,332	$47,790	$55,249	$48,295	37.0%
ALBUQUERQUE	EXECUTIVE ASSISTANT	8.42	$38,397	$49,660	$60,923	$49,660	58.7%
LOS ALAMOS COUNTY	EXECUTIVE/ADMINISTRATIVE ASSISTANT	8.42	$38,106	$47,633	$57,160	$42,326	50.0%
FARMINGTON	EXECUTIVE/ADMINISTRATIVE ASSISTANT (OFFICE MANAGER)	8.42	$34,700	$43,300	$51,900	$40,544	49.6%
FARMINGTON	ADMINISTRATIVE ASSISTANT	8.42	$34,555	$40,945	$47,335	$40,893	37.0%
CARLSBAD SCHOOL DISTRICT	EXECUTIVE ASSISTANT	8.42	$33,000	$41,000	$49,000	$41,000	48.5%
LAS CRUCES	EXECUTIVE ADMIN ASSISTANT	8.42	$31,940	$39,925	$47,910	$38,037	50.0%
ESPANOLA SCHOOL DISTRICT	EXECUTIVE ASSISTANT	8.42	$30,997	$38,374	$45,750	$45,000	47.6%
ALBUQUERQUE SCHOOL DISTRICT	EXECUTIVE ASSISTANT	8.42	$30,804	$33,114	$35,424	$33,114	15.0%
SANTA FE CITY	ADMINISTRATIVE ASSISTANT	8.42	$30,204	$42,230	$54,255	$42,253	79.6%
ALBUQUERQUE	ADMINISTRATIVE ASST	8.42	$30,202	$39,687	$49,171	$39,687	62.8%
SANTA FE COUNTY	ADMINISTRATIVE ASSISTANT	8.42	$29,643	$37,145	$44,646	$37,145	50.6%
LOS ALAMOS SCHOOL DISTRICT	EXECUTIVE ASSISTANT	8.42	$29,141	$46,205	$63,269	$46,205	117.1%
ROSWELL SCHOOL DISTRICT	EXECUTIVE ASSISTANT	8.42	$29,018	$36,828	$44,637	$36,828	53.8%
TAOS COUNTY	EXECUTIVE ASSISTANT	8.42	$27,772	$33,330	$38,889	$35,049	40.0%
TAOS COUNTY	OFFICE MANAGER	8.42	$26,520	$31,824	$37,128	$39,702	40.0%
TAOS	EXECUTIVE ADMINISTRATIVE ASSISTANT	8.42	$24,970	$33,744	$42,517	$32,225	70.3%
LAS CRUCES SCHOOL DISTRICT	EXECUTIVE ASSISTANT "ADMINISTRATIVE ASST"	8.42	$24,567	$32,075	$39,582	$31,888	61.1%
MID-REGION COUNCIL/RIO METRO	SECRETARY WCCNM	8.42	$24,315	$32,802	$41,288	$29,178	69.8%
FARMINGTON SCHOOL DISTRICT	EXECUTIVE ASSISTANT	8.42	$23,500	$37,714	$51,927	$47,024	121.0%
HOBBS SCHOOL DISTRICT	EXECUTIVE ASSISTANT	8.42	$19,759	$25,578	$31,396	$27,346	58.9%
FARMINGTON SCHOOL DISTRICT	FINANCE/ACCOUNTING SPECIALIST	7.55	$55,000	$60,000	$65,000	$55,963	18.2%
ROSWELL SCHOOL DISTRICT	FINANCE/ACCOUNTING SPECIALIST	7.55	$38,369	$48,745	$59,121	$48,745	54.1%
HOBBS SCHOOL DISTRICT	FINANCE/ACCOUNTING SPECIALIST	7.55	$29,738	$37,621	$45,503	$43,363	53.0%
ESPANOLA SCHOOL DISTRICT	FINANCE/ACCOUNTING SPECIALIST	7.55	$26,817	$33,819	$40,821	$42,000	52.2%
MID-REGION COUNCIL/RIO METRO	ACCOUNTANT I	7.55	$24,315	$32,802	$41,288	$29,178	69.8%
ALBUQUERQUE SCHOOL DISTRICT	FINANCE/ACCOUNTING SPECIALIST	7.55	$24,033	$30,293	$36,552	$30,293	52.1%
TAOS COUNTY	ACCOUNTING SPECIALIST	7.55	$23,104	$27,729	$32,354	$31,817	40.0%
CARLSBAD SCHOOL DISTRICT	FINANCE/ACCOUNTING SPECIALIST	7.55	$23,000	$31,000	$39,000	$30,000	69.6%
TAOS COUNTY	BILLING CLERK	7.55	$18,373	$21,587	$24,801	$21,535	35.0%
LOS ALAMOS COUNTY	SECRETARY	7.02	$32,918	$41,148	$49,377	$36,932	50.0%
FARMINGTON	SECRETARY (ADMINISTRATIVE AIDE)	7.02	$30,600	$38,200	$45,800	$36,655	49.7%
MID-REGION COUNCIL/RIO METRO	SECRETARY III	7.02	$20,780	$26,437	$32,094	$24,936	54.4%
LOS ALAMOS COUNTY	FACILITIES/MAINTENANCE/GROUNDS TECHNICIAN	6.93	$32,918	$41,148	$49,377	$37,773	50.0%
FARMINGTON	FACILITIES/MAINTENANCE/GROUNDS TECHNICIAN	6.93	$29,000	$36,200	$43,400	$32,262	49.7%
MID-REGION COUNCIL/RIO METRO	MAINTENANCE WORKER III	6.93	$24,315	$32,802	$41,288	$29,178	69.8%
TAOS COUNTY	MAINTENANCE WORKER II	6.93	$20,134	$23,656	$27,178	$25,979	35.0%
		R=	0.733	0.735	0.716	0.743	**46.21%**

NORTH CENTRAL RTD CURRENT PAY PRACTICES

		Eval Points	Range Minimum	Range Midpoint	Range Maximum	Average Actual	Range
NORTH CENTRAL RTD	FINANCE DIRECTOR	22.83	$54,954	$66,654	$78,354	$71,989	42.6%
NORTH CENTRAL RTD	TRANSIT & FACILITIES OPERATIONS DIRECTOR	22.52	$66,019	$80,070	$94,120	$78,686	42.6%
NORTH CENTRAL RTD	FLEET & FACILITIES MAINTENANCE MANAGER	14.90	$33,987	$41,226	$48,464	$43,930	42.6%
NORTH CENTRAL RTD	PUBLIC INFORMATION OFFICER	14.66	$42,474	$51,178	$59,883	$57,242	41.0%
NORTH CENTRAL RTD	FINANCIAL ANALYST	13.31	$50,149	$60,393	$70,637	$55,536	40.9%
NORTH CENTRAL RTD	PROJECTS & GRANTS SPECIALIST	12.69	$50,149	$60,393	$70,637	$53,498	40.9%
NORTH CENTRAL RTD	TRANSIT SHIFT SUPERVISOR	10.86	$33,987	$41,226	$48,464	$42,526	42.6%
NORTH CENTRAL RTD	EXECUTIVE ASSISTANT	9.96	$39,437	$47,507	$55,578	$45,510	40.9%
NORTH CENTRAL RTD	FINANCIAL SPECIALIST	7.55	$33,987	$41,226	$48,464	$44,408	42.6%
NORTH CENTRAL RTD	ADMINISTRATIVE SPECIALIST	7.02	$33,987	$41,226	$48,464	$45,219	42.6%
NORTH CENTRAL RTD	FACILITIES MAINTENANCE SPECIALIST	6.93	$31,554	$38,272	$44,990	$35,006	42.6%
NORTH CENTRAL RTD	FLEET & FACILITIES MAINTENANCE WORKER	4.64	$25,882	$31,394	$36,905	$28,677	42.6%

North Central RTD City Compensation Study

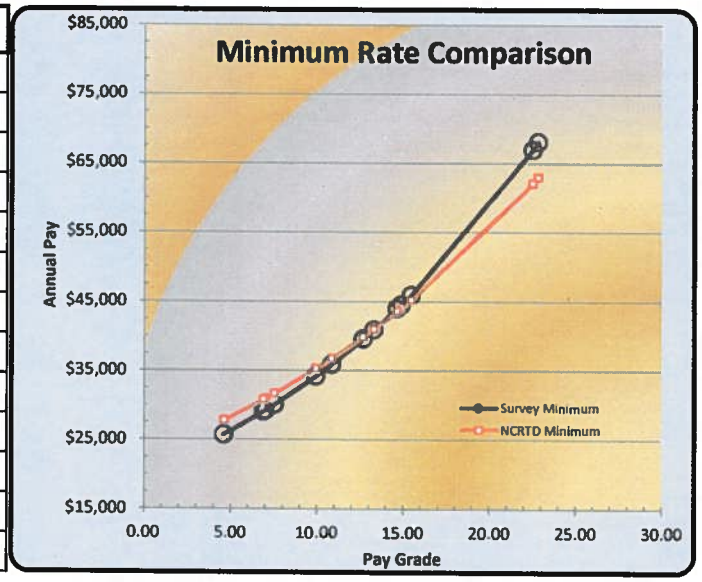
Regression Results

Equity Value	Survey Minimum	Survey Midpoint	Survey Maximum	Survey Average	NCRTD Minimum	NCRTD Midpoint	NCRTD Maximum	NCRTD Average	Job Title
22.83	$68,107	$81,810	$95,052	$82,994	$62,866	$76,114	$89,141	$71,989	FINANCE DIRECTOR
22.52	$66,959	$80,478	$93,545	$81,591	$61,974	$75,033	$87,883	$78,686	TRANSIT & FACILITIES OPERATIONS DIRECTOR
15.47	$45,919	$55,918	$65,604	$55,885	$45,134	$54,621	$64,112	$43,930	HUMAN RESOURCE/SAFETY & RISK ADMINISTRATOR
14.90	$44,519	$54,272	$63,721	$54,177	$43,975	$53,217	$62,474	$57,242	FLEET & FACILITIES MAINTENANCE MANAGER
14.66	$43,959	$53,612	$62,966	$53,492	$43,509	$52,652	$61,815	$55,536	PUBLIC INFORMATION OFFICER
13.31	$40,902	$50,010	$58,840	$49,762	$40,951	$49,553	$58,201	$53,498	FINANCIAL ANALYST
12.69	$39,565	$48,430	$57,028	$48,129	$39,822	$48,185	$56,605	$42,526	PROJECTS & GRANTS SPECIALIST
10.86	$35,866	$44,052	$51,999	$43,616	$36,669	$44,365	$52,145	$45,510	TRANSIT SHIFT SUPERVISOR
9.96	$34,170	$42,039	$49,682	$41,547	$35,206	$42,592	$50,075	$44,408	EXECUTIVE ASSISTANT
7.55	$30,034	$37,117	$44,005	$36,503	$31,587	$38,209	$44,955	$45,219	FINANCIAL SPECIALIST
7.02	$29,202	$36,125	$42,858	$35,489	$30,850	$37,316	$43,912	$35,006	ADMINISTRATIVE SPECIALIST
6.93	$29,050	$35,943	$42,648	$35,304	$30,716	$37,153	$43,721	$35,672	FACILITIES MAINTENANCE SPECIALIST
4.64	$25,701	$31,934	$38,006	$31,221	$27,710	$33,512	$39,464	$35,006	FLEET & FACILITIES MAINTENANCE WORKER

North Central RTD Compensation Study

Pay Range Minimum Rate Comparison

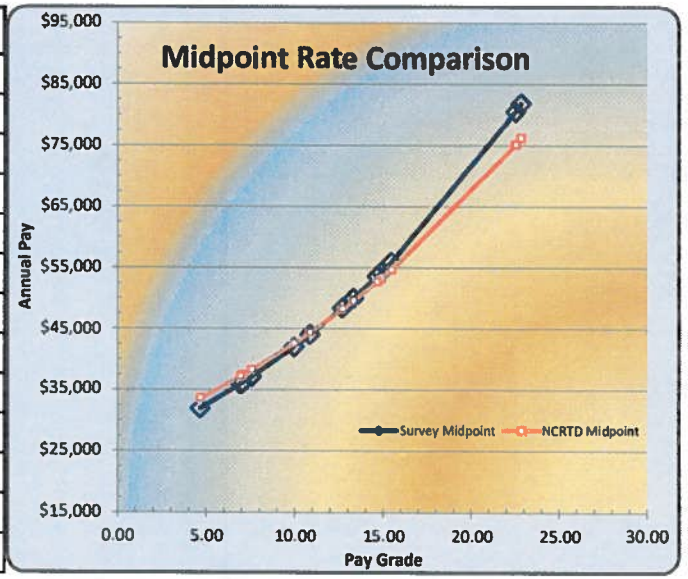
	Equity Value	Survey Minimum	NCRTD Minimum	$ Difference	% Difference
FINANCE DIRECTOR	22.83	$68,107	$62,866	-$5,241	-8.3%
TRANSIT & FACILITIES OPERATIONS DIRECTOR	22.52	$66,959	$61,974	-$4,985	-8.0%
HUMAN RESOURCE/SAFETY & RISK ADMINISTRATOR	15.47	$45,919	$45,134	-$785	-1.7%
FLEET & FACILITIES MAINTENANCE MANAGER	14.90	$44,519	$43,975	-$545	-1.2%
PUBLIC INFORMATION OFFICER	14.66	$43,959	$43,509	-$450	-1.0%
FINANCIAL ANALYST	13.31	$40,902	$40,951	$49	0.1%
PROJECTS & GRANTS SPECIALIST	12.69	$39,565	$39,822	$258	0.6%
TRANSIT SHIFT SUPERVISOR	10.86	$35,866	$36,669	$803	2.2%
EXECUTIVE ASSISTANT	9.96	$34,170	$35,206	$1,036	2.9%
FINANCIAL SPECIALIST	7.55	$30,034	$31,587	$1,553	4.9%
ADMINISTRATIVE SPECIALIST	7.02	$29,202	$30,850	$1,648	5.3%
FACILITIES MAINTENANCE SPECIALIST	6.93	$29,050	$30,716	$1,665	5.4%
FLEET & FACILITIES MAINTENANCE WORKER	4.64	$25,701	$27,710	$2,009	7.3%
					2.3%



North Central RTD Compensation Study

Pay Range Midpoint Rate Comparison

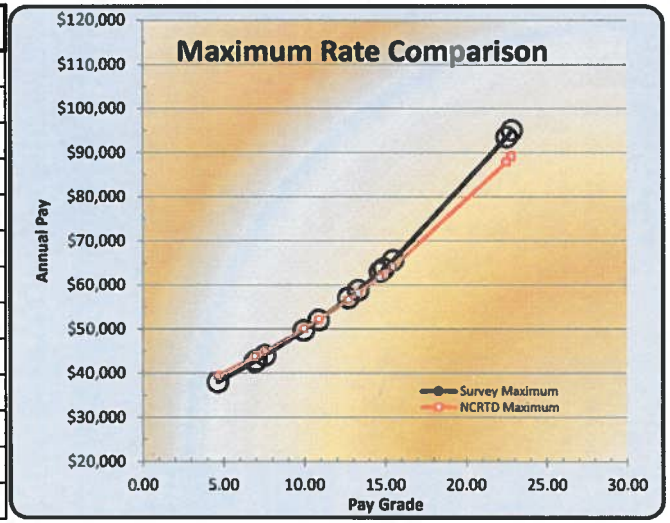
	Equity Value	Survey Midpoint	NCRTD Midpoint	$ Difference	% Difference
FINANCE DIRECTOR	22.83	$81,810	$76,114	-$5,696	-7.5%
TRANSIT & FACILITIES OPERATIONS DIRECTOR	22.52	$80,478	$75,033	-$5,446	-7.3%
HUMAN RESOURCE/SAFETY & RISK ADMINISTRATOR	15.47	$55,918	$54,621	-$1,297	-2.4%
FLEET & FACILITIES MAINTENANCE MANAGER	14.90	$54,272	$53,217	-$1,055	-2.0%
PUBLIC INFORMATION OFFICER	14.66	$53,612	$52,652	-$960	-1.8%
FINANCIAL ANALYST	13.31	$50,010	$49,553	-$456	-0.9%
PROJECTS & GRANTS SPECIALIST	12.69	$48,430	$48,185	-$244	-0.5%
TRANSIT SHIFT SUPERVISOR	10.86	$44,052	$44,365	$312	0.7%
EXECUTIVE ASSISTANT	9.96	$42,039	$42,592	$552	1.3%
FINANCIAL SPECIALIST	7.55	$37,117	$38,209	$1,092	2.9%
ADMINISTRATIVE SPECIALIST	7.02	$36,125	$37,316	$1,192	3.2%
FACILITIES MAINTENANCE SPECIALIST	6.93	$35,943	$37,153	$1,210	3.3%
FLEET & FACILITIES MAINTENANCE WORKER	4.64	$31,934	$33,512	$1,578	4.7%
					0.8%



North Central RTD Compensation Study

Pay Range Maximum Rate Comparison

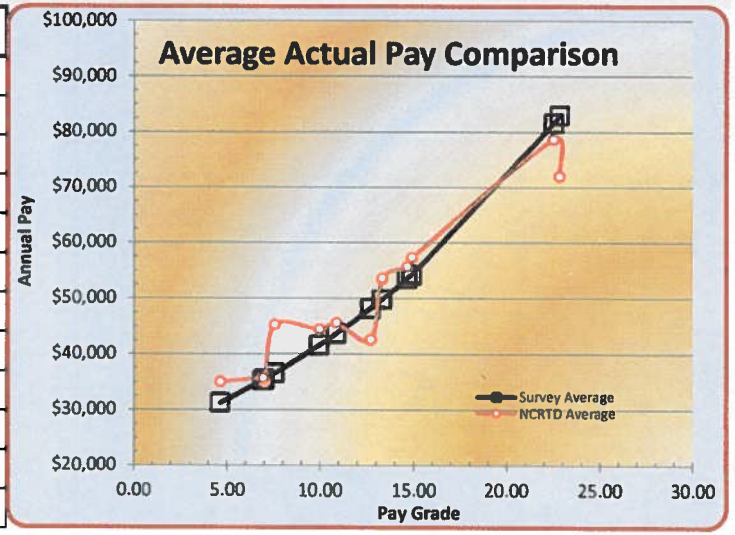
	Equity Value	Survey Maximum	NCRTD Maximum	$ Difference	% Difference
FINANCE DIRECTOR	22.83	$95,052	$89,141	-$5,912	-6.6%
TRANSIT & FACILITIES OPERATIONS DIRECTOR	22.52	$93,545	$87,883	-$5,662	-6.4%
HUMAN RESOURCE/SAFETY & RISK ADMINISTRATOR	15.47	$65,604	$64,112	-$1,492	-2.3%
FLEET & FACILITIES MAINTENANCE MANAGER	14.90	$63,721	$62,474	-$1,248	-2.0%
PUBLIC INFORMATION OFFICER	14.66	$62,966	$61,815	-$1,151	-1.9%
FINANCIAL ANALYST	13.31	$58,840	$58,201	-$639	-1.1%
PROJECTS & GRANTS SPECIALIST	12.69	$57,028	$56,605	-$423	-0.7%
TRANSIT SHIFT SUPERVISOR	10.86	$51,999	$52,145	$147	0.3%
EXECUTIVE ASSISTANT	9.96	$49,682	$50,075	$393	0.8%
FINANCIAL SPECIALIST	7.55	$44,005	$44,955	$950	2.1%
ADMINISTRATIVE SPECIALIST	7.02	$42,858	$43,912	$1,054	2.4%
FACILITIES MAINTENANCE SPECIALIST	6.93	$42,648	$43,721	$1,073	2.5%
FLEET & FACILITIES MAINTENANCE WORKER	4.64	$38,006	$39,464	$1,458	3.7%



North Central RTD Compensation Study

Current Average Actual Pay Comparison

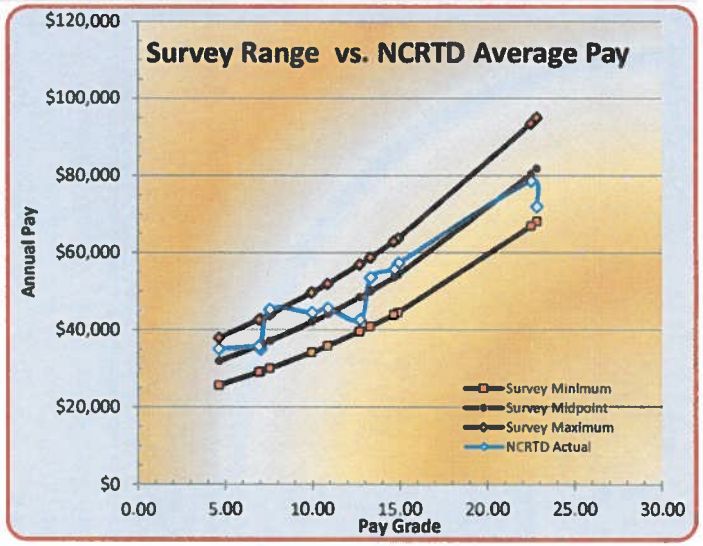
	Equity Value	Survey Average	NCRTD Average	$ Difference	% Difference
FINANCE DIRECTOR	22.83	$82,994	$71,989	-$11,005	-15.3%
TRANSIT & FACILITIES OPERATIONS DIRECTOR	22.52	$81,591	$78,686	-$2,904	-3.7%
FLEET & FACILITIES MAINTENANCE MANAGER	14.90	$54,177	$57,242	$3,065	5.4%
PUBLIC INFORMATION OFFICER	14.66	$53,492	$55,536	$2,044	3.7%
FINANCIAL ANALYST	13.31	$49,762	$53,498	$3,736	7.0%
PROJECTS & GRANTS SPECIALIST	12.69	$48,129	$42,526	-$5,603	-13.2%
TRANSIT SHIFT SUPERVISOR	10.86	$43,616	$45,510	$1,895	4.2%
EXECUTIVE ASSISTANT	9.96	$41,547	$44,408	$2,861	6.4%
FINANCIAL SPECIALIST	7.55	$36,503	$45,219	$8,716	19.3%
ADMINISTRATIVE SPECIALIST	7.02	$35,489	$35,006	-$483	-1.4%
FACILITIES MAINTENANCE SPECIALIST	6.93	$35,304	$35,672	$368	1.0%
FLEET & FACILITIES MAINTENANCE WORKER	4.64	$31,221	$35,006	$3,786	10.8%
					-1.0%



North Central RTD Compensation Study

Survey Range Compared to Client Average

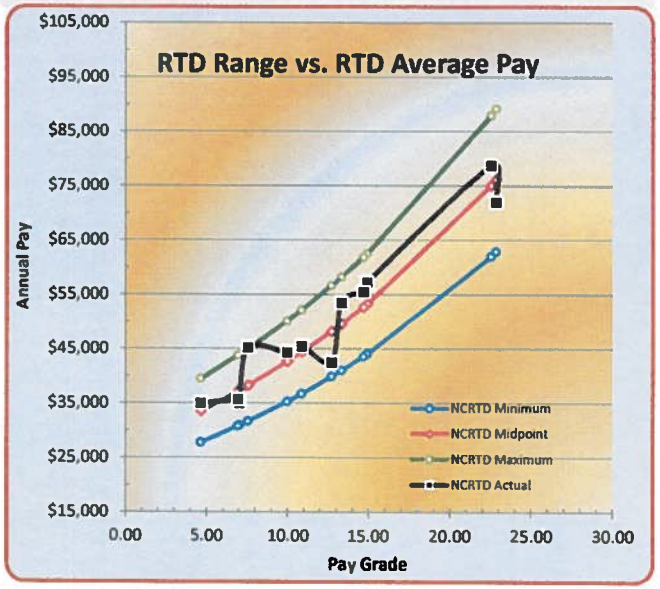
	Equity Value	Survey Minimum	Survey Midpoint	Survey Maximum	NCRTD Actual
FINANCE DIRECTOR	22.83	$68,107	$81,810	$95,052	$71,989
TRANSIT & FACILITIES OPERATIONS DIRECTOR	22.52	$66,959	$80,478	$93,545	$78,686
FLEET & FACILITIES MAINTENANCE MANAGER	14.90	$44,519	$54,272	$63,721	$57,242
PUBLIC INFORMATION OFFICER	14.66	$43,959	$53,612	$62,966	$55,536
FINANCIAL ANALYST	13.31	$40,902	$50,010	$58,840	$53,498
PROJECTS & GRANTS SPECIALIST	12.69	$39,565	$48,430	$57,028	$42,526
TRANSIT SHIFT SUPERVISOR	10.86	$35,866	$44,052	$51,999	$45,510
EXECUTIVE ASSISTANT	9.96	$34,170	$42,039	$49,682	$44,408
FINANCIAL SPECIALIST	7.55	$30,034	$37,117	$44,005	$45,219
ADMINISTRATIVE SPECIALIST	7.02	$29,202	$36,125	$42,858	$35,006
FACILITIES MAINTENANCE SPECIALIST	6.93	$29,050	$35,943	$42,648	$35,672
FLEET & FACILITIES MAINTENANCE WORKER	4.64	$25,701	$31,934	$38,006	$35,006



North Central RTD Compensation Study

RTD Range Compared to RTD Average

	Equity Value	NCRTD Minimum	NCRTD Midpoint	NCRTD Maximum	NCRTD Actual
FINANCE DIRECTOR	22.83	$62,866	$76,114	$89,141	$71,989
TRANSIT & FACILITIES OPERATIONS DIRECTOR	22.52	$61,974	$75,033	$87,883	$78,686
FLEET & FACILITIES MAINTENANCE MANAGER	14.90	$43,975	$53,217	$62,474	$57,242
PUBLIC INFORMATION OFFICER	14.66	$43,509	$52,652	$61,815	$55,536
FINANCIAL ANALYST	13.31	$40,951	$49,553	$58,201	$53,498
PROJECTS & GRANTS SPECIALIST	12.69	$39,822	$48,185	$56,605	$42,526
TRANSIT SHIFT SUPERVISOR	10.86	$36,669	$44,365	$52,145	$45,510
EXECUTIVE ASSISTANT	9.96	$35,206	$42,592	$50,075	$44,408
FINANCIAL SPECIALIST	7.55	$31,587	$38,209	$44,955	$45,219
ADMINISTRATIVE SPECIALIST	7.02	$30,850	$37,316	$43,912	$35,006
FACILITIES MAINTENANCE SPECIALIST	6.93	$30,716	$37,153	$43,721	$35,672
FLEET & FACILITIES MAINTENANCE WORKER	4.64	$27,710	$33,512	$39,464	$35,006



North Central RTD Compensation Plan

Annual Salary					Hourly Rates				
JOB VALUE	MINIMUM	MIDPOINT	MAXIMUM	JOB TITLE	MINIMUM	MIDPOINT	MAXIMUM	JOB VALUE	RANGE %
22.83	$68,107	$85,134	$102,160	FINANCE DIRECTOR	$32.74	$40.93	$49.12	22.83	50%
22.52	$66,959	$83,699	$100,439	TRANSIT & FACILITIES OPERATIONS DIRECTOR	$32.19	$40.24	$48.29	22.52	50%
15.47	$45,919	$57,399	$68,879	HUMAN RESOURCE/SAFETY & RISK ADMINISTRATOR	$22.08	$27.60	$33.11	15.47	50%
14.90	$44,519	$55,649	$66,779	FLEET & FACILITIES MAINTENANCE MANAGER	$21.40	$26.75	$32.11	14.90	50%
14.66	$43,959	$54,949	$65,938	PUBLIC INFORMATION OFFICER	$21.13	$26.42	$31.70	14.66	50%
13.31	$40,951	$51,189	$61,427	FINANCIAL ANALYST	$19.69	$24.61	$29.53	13.31	50%
12.69	$39,822	$49,778	$59,734	PROJECTS & GRANTS SPECIALIST	$19.15	$23.93	$28.72	12.69	50%
10.86	$36,669	$44,919	$53,170	TRANSIT SHIFT SUPERVISOR	$17.63	$21.60	$25.56	10.86	45%
9.96	$35,206	$43,127	$51,048	EXECUTIVE ASSISTANT	$16.93	$20.73	$24.54	9.96	45%
7.55	$31,587	$38,695	$45,802	FINANCIAL SPECIALIST	$15.19	$18.60	$22.02	7.55	45%
7.02	$30,850	$37,792	$44,733	ADMINISTRATIVE SPECIALIST	$14.83	$18.17	$21.51	7.02	45%
6.93	$30,716	$36,859	$43,002	FACILITIES MAINTENANCE SPECIALIST	$14.77	$17.72	$20.67	6.93	40%
4.64	$27,710	$33,252	$38,793	FLEET & FACILITIES MAINTENANCE WORKER	$13.32	$15.99	$18.65	4.64	40%

Compensation Study
Least Cost Implementation

	CURRENT				PROPOSED								
	POSITION	GRADE	HOURLY	SALARY	EVAL PTS	MINIMUM	MIDPOINT	MAXIMUM	SALARY	$DIFF	%DIFF	Compa-Ratio	MAX Ratio
	FINANCE DIRECTOR	18	34.61	$71,989	22.83	$68,107	$85,134	$102,160	$71,989	$0.00	0.00%	84.6%	70.5%
	TRANSIT & FACILITIES OPERATIONS DIRECTOR	18	37.83	$78,686	22.52	$66,959	$83,699	$100,439	$78,686	$0.00	0.00%	94.0%	78.3%
	FLEET & FACILITIES OPERATIONS MANAGER	12	21.12	$43,930	14.90	$44,519	$55,649	$66,779	$44,519	$589.89	1.34%	80.0%	66.7%
	PUBLIC INFORMATION OFFICER	14	27.52	$57,242	14.66	$43,959	$54,949	$65,938	$57,242	$0.00	0.00%	104.2%	86.8%
	FINANCIAL ANALYST	16	26.70	$55,536	13.31	$40,951	$51,189	$61,427	$55,536	$0.00	0.00%	108.5%	90.4%
	PROJECTS & GRANTS SPECIALIST	16	25.72	$53,498	12.69	$39,822	$49,778	$59,734	$53,498	$0.00	0.00%	107.5%	89.6%
	TRANSIT SHIFT SUPERVISOR	12	21.74	$45,219	10.86	$36,669	$44,919	$53,170	$45,219	$0.00	0.00%	100.7%	85.0%
	TRANSIT SHIFT SUPERVISOR	12	19.15	$39,832	10.86	$36,669	$44,919	$53,170	$39,832	$0.00	0.00%	88.7%	74.9%
	EXECUTIVE ASSISTANT	13	21.88	$45,510	9.96	$35,206	$43,127	$51,048	$45,510	$0.00	0.00%	105.5%	89.2%
	FINANCIAL SPECIALIST	12	21.35	$44,408	7.55	$31,587	$38,695	$45,802	$44,408	$0.00	0.00%	114.8%	97.0%
	ADMINISTRATIVE SPECIALIST	12	21.74	$45,219	7.02	$30,850	$37,792	$44,733	$45,219	$0.00	0.00%	119.7%	101.1%
	FLEET MAINTENANCE SPECIALIST	11	16.83	$35,006	6.93	$30,716	$36,859	$43,002	$35,006	$0.00	0.00%	95.0%	81.4%
	Fleet - Facilities Maintenance Worker (part time)	8	13.25	$13,780	4.47	$13,855	$16,626	$19,397	$13,855	$74.80	0.54%	83.3%	71.4%
				$629,855		TOTAL RECOMMENDED			$630,520	Average	0.1%	98.9%	83.2%
						Annual Budget Increase			$665				
						% Increase to Budget			0.11%				

NORTH CENTRAL REGIONALTRANSIT DISTRICT
CORE BENEFITS COMPARISON - EMPLOYER CONTRIBUTION

ENTITY	EMPLOYER/EMPLOYEE PREMIUM SHARE	Health	Dental	Vision	Life	Ret	Std	Ltd	SS/Med	Tot $	Tot %
TAOS SCHOOL DISTRICT	60/40	$801.08	$50.54	$8.48	?	13.15%			7.65%	$860.10	20.80%
SANTA FE SCHOOL DISTRICT	60/40	$801.08	$50.54	$8.48	?	13.15%			7.65%	$860.10	20.80%
LOS ALAMOS SCHOOL DISTRICT	60/40	$801.08	$50.54	$8.48	?	13.15%			7.65%	$860.10	20.80%
ESPANOLA SCHOOL DISTRICT	60/40	$801.08	$50.54	$8.48	?	13.15%			7.65%	$860.10	20.80%
ROSWELL SCHOOL DISTRICT	60/40	$801.08	$50.54	$8.48	?	13.15%			7.65%	$860.10	20.80%
FARMINGTON SCHOOL DISTRICT	60/40	$801.08	$50.54	$8.48	?	13.15%			7.65%	$860.10	20.80%
ALBUQUERQUE SCHOOL DISTRICT	60/40	$801.08	$50.54	$8.48	?	13.15%			7.65%	$860.10	20.80%
LAS CRUCES SCHOOL DISTRICT	60/40	$801.08	$50.54	$8.48	?	13.15%			7.65%	$860.10	20.80%
CARLSBAD SCHOOL DISTRICT	60/40	$801.08	$50.54	$8.48	?	13.15%			7.65%	$860.10	20.80%
HOBBS SCHOOL DISTRICT	60/40	$801.08	$50.54	$8.48	?	13.15%			7.65%	$860.10	20.80%
ALBUQUERQUE	80/20	$990.00	$70.00	$13.28	1.4x Salary	13.15%			7.65%	$1,073.28	20.80%
CARLSBAD	70/30	$1,300.92	x	x	x	9.15%	x	x	7.65%	$1,300.92	16.80%
FARMINGTON	80/20	$1,077.44			1.5x Salary	9.15%			7.65%	$1,077.44	16.80%
HOBBS		$1,387.76	x	x	x	13.15%			7.65%	$1,387.76	20.80%
LAS CRUCES	60/40	$885.12	$52.21		$4.20	15.15%			7.65%	$941.53	22.80%
LOS ALAMOS COUNTY		$1,178.24	$82.70	$15.79	$4.50	22.15%		0.25%	1.45%	$1,281.24	23.85%
ROSWELL											
SANTA FE CITY											
SANTA FE COUNTY	70/30										
TAOS		$890.13				13.15%			7.65%	$890.13	20.80%
TAOS COUNTY											
AVERAGE		**$924.73**	**$54.64**	**$9.49**	**$4.35**	**13.33%**			**7.29%**	**$1,136.04**	**20.63%**
NCRDT	**80/20**	**$1,180.00**	**$69.61**	**$11.96**	**$3.36**	**9.15%**			**7.65%**	**$1,264.93**	**16.80%**
	DOLLAR DIFFERENCE	$255.27	$14.97	$2.47	($0.99)	-4.18%				$128.89	-3.83%
	PERCENT DIFFERENCE	21.63%	21.51%	20.66%	-29.46%	-45.64%				10.19%	-22.78%

Benefits for New Mexico School Districts (highest paid monthly by district for family coverage with low deductable)

Salary Range	% split	Med $	Dental $	Vision $	Life $
Under $15,999	75/25	$1,001.36	$63.18	$10.60	?
16,000-19,999	70/30	$934.16	$58.96	$9.90	?
20,000-24,999	65/35	$867.84	$54.76	$9.20	?
25,000 and up	60/40	$801.08	$50.54	$8.48	?

General Guidelines For

Recruitment, Interviewing & Employee Selection

Background and reference checks. Since organizations that provide information for background and reference checks run the risk of being sued for defamation, applicants should be required to sign authorizations for these checks to be performed. These authorizations usually include a statement that the applicant waives any action against the prospective and former employers based on statements made during the check.

Suggestions regarding Notices, authorizations, and waivers.

1- If planning to include a credit check as part of a background or reference check first notify the applicant in writing and obtain the applicant's written authorization. The notice with signature authorization must be provided on a stand-alone form, separate from the application form.
2- If not already obtained on a formal application, provide the applicant with a written notice informing them that a criminal check may be performed and that a criminal record is not an automatic ban to employment.
3- Include on the notice a statement that the workplace is smoke-free and drug-free and that the applicant agrees to comply with all related rules if actually hired.
4- If the company requires a pre-employment drug test or post-offer physical examination, include this information in the notice, along with a line for applicant to consent to these procedures.

Interview Questions: The purpose of an interview is to determine whether an applicant has the prerequisite skills, qualifications, and experience necessary to perform the job. In addition, the interviewer tries to decide if the candidate is compatible with the working environment, the organization's culture, and potential coworkers.

Questions, therefore, should be open-ended and require more than a simple "yes" or "no" answer. In addition, interviewers should ask applicants to give examples of actual work experiences that demonstrate their strengths and weaknesses. The candidate's responses can provide insight into organizational ability, personality, judgment, and ability to adapt to the company's working environment. Many employers involve potential coworkers in the interview process to help build a consensus within the department as to the applicant's overall skills, abilities, and compatibility.

In general, questions and notes should be limited to such job-related areas as education, experience, and ability to perform the job. Also, statements by interviewers should avoid misstating or exaggerating the job's benefits.

Managing an interview.

1. Have a set agenda in mind.
2. Spend the first minute or two of an interview telling the applicant how it will be conducted.
3. For example, the interviewer should let the applicant know the approximate length of the interview, whether it will be tape-recorded or notes will be taken, and how many people will be involved in the process.
4. Establish positive rapport with the applicant to encourage candid conversation.
5. Open-ended questions are more effective at eliciting information than questions that are designed to give specific answers.
6. Use "behavioral interviewing" where applicants are asked to describe how they have dealt with a specific situation in the past. For example, a candidate may be asked to describe a specific incidence in which he had to handle an irate customer.
7. At the end of the interview, let the applicant know what to expect with regard to another interview and when the company intends to fill the position.

Legal considerations for interview questions. With the exception of the Americans with Disabilities Act ("ADA") (which prohibits all pre-employment medical inquiries), no federal law specifically prohibits employers from asking questions about an applicant's protected class membership. However, most courts will assume that all questions are asked for a purpose and that selection or hiring decisions will be made on the basis of the answers. Thus, if an interviewer asks about an applicant's age or national origin, it is assumed that he intends to base the employment decision on that information. Even the simple asking of the question may be used as evidence against an employer in a discrimination claim.

To eliminate discriminatory questions, the EEOC recommends reviewing each question to determine whether:

(1) the answer will have a disparate effect by screening out minorities or members of one sex, and

(2) the information sought is really needed to judge the applicant's competence for the job. Questions that reveal an applicant's membership in a federal or state protected class should not be used. The EEOC will allow a question that is likely to have a disparate effect only when a "business necessity" can be shown. Three criteria must be met to claim a business necessity: (a) the information must be necessary to the safe and efficient operation of the business; (b) the question must effectively serve its intended purpose; and (c) there must be no alternative that would serve the same purpose with less discriminatory impact.

(3) all questions should relate to the candidate's ability to perform the job. Thus, employers should **focus on past experience, relevant education, prior employment, and the job duties of the particular position**. In addition, make sure that questions do not have the effect of "screening out" protected class members. For example, asking "Who is the primary caregiver for your children?" could be interpreted as screening out female candidates.

Race. Questions about an applicant's race or ethnic origin should be excluded. Do not ask for information about the social organizations or clubs to which the applicant belongs.

National origin. Do not try to determine whether a person is from another country by asking applicants to reveal their national origin or citizenship (except to demonstrate eligibility to work in the United States). Questions regarding the birthplace of an applicant's spouse or parents should be avoided; likewise, do not ask for a maiden name or ask about the origin of the applicant's name, such as whether it is Chinese. In addition, do not request an applicant's social security number; wait until after an offer is made if the number is needed for a background check or payroll purposes. Unless English-language proficiency is a bona fide job requirement, do not rate a candidate on this skill.

Disability. Direct inquiries about medical conditions or disabilities should not be asked, although all applicants may be asked about their ability to perform the functions of the job. To comply with the Americans with Disabilities Act, which specifically prohibits employers from asking any question that may elicit information about a disability, do not ask questions about specific diseases; number of days the applicant was sick in the previous year (but asking the number of "absences" in the previous year is allowed); mental health problems and history; past addiction to drugs or extent of illegal drug use (current illegal use may be questioned); and prescription drug use. Questions about job-related injuries and workers' compensation claims should also be excluded. Employers may ask if an applicant needs a reasonable accommodation in the preemployment process, such as assistance completing the application. However, the employer generally may not ask if the applicant needs a reasonable accommodation to perform the job, except in limited circumstances.

Gender. Employers **should not ask about** a person's gender; marital status; spouse's name, maiden name, or preference for "Miss" or "Mrs."; or **pregnancy, family plans, number and ages of children, or child care arrangements**. Employers can, however, ask if an applicant has ever been known by another name to perform accurate background checks.

Age. Employers should not request a date of birth (but the applicant may be asked if he is of legal age to work) or even age-related information such as the dates of primary or secondary school attendance (unless educational degrees are necessary for the job and the employer intends to verify the degree) to prevent any inference of age discrimination.

Religion. Employers should not inquire about religious holidays observed but may ask about the ability to work on weekends or holidays if availability is job-related. Applicants whose religious observance conflicts with work schedules may have to be offered an accommodation.

Military status. While employers may ask about job-related military experience or training, they may not inquire about a candidate's military status or type of military discharge.

Arrest or criminal record. Asking about a candidate's arrest record is expressly prohibited under many state laws and can expose the employer to claims of disparate impact based on race. However, **convictions may be investigated for relevance to the job**.

Financial status. Employers should not ask about a candidate's financial status (unless job-related), past pay garnishments, or bankruptcy, but may perform credit checks under Fair Credit Reporting Act guidelines.

Related to off-duty activities. Interviewers should usually eliminate questions about smoking or other legal, but unhealthful or dangerous, activities that the applicant may engage in off-duty. More than half of the states protect smokers against employment discrimination based on smoking off-duty, and a growing number prohibit discrimination based on any lawful off-duty activity.

General EEO. Other topics to be excluded from application forms and interviews include prior equal opportunity claims, sexual orientation (if covered by state or local law), and nonprofessional memberships and charities. Employers that are required to maintain affirmative action programs may need to compile data on the number of applicants who are females, minorities, disabled, or Vietnam-era or disabled veterans. This type of information should be solicited on a separate or tear-off sheet and kept in a file separate from the applicant's general information.

Offer Letter: Some employers prefer to make only verbal job offers because of the possibility that a written offer may be interpreted as a contract of employment. Many employers find, however, that the advantages of an offer letter outweigh this negative possibility. A written letter is reassuring to a prospective employee because it makes the offer more formal, tangible, and professional. Furthermore, having a written record of the deadline for accepting the offer, starting date, starting salary, and other pertinent information, helps prevent misunderstandings about the conditions of employment.

Date of offer. In addition to their practical benefits, offer letters also provide proof that a bona fide offer of employment was made and establish the offer's date. This record is especially significant relative to the timing of medical inquiries and examinations, background checks, and drug testing. For example, the Americans with Disabilities Act ("ADA") prohibits asking about medical information or conducting medical tests before a conditional offer is made.

Unlike medical testing, background checks and drug testing may be done either before or after making a conditional offer. *The company should be aware, however, that performing* ***background checks*** *prior to making a conditional offer can disclose an applicant's membership in a protected class or reveal other non-job-related information that can be used to support a hiring discrimination claim.*

Drug tests are not considered medical examinations under the ADA and, therefore, technically may be performed prior to a conditional offer of employment. As a practical matter, however, medical information that may violate the ADA if collected pre-offer may be needed to ensure the efficiency and accuracy of drug tests. It may be more prudent, therefore, as well as more efficient and economical, to postpone these procedures until a conditional offer has been made. If a job offer is being made contingent upon the results of medical examinations, background checks, or drug tests, this should be clearly stated in the offer letter.

Drafting an offer letter. Here are five simple guidelines for drafting an offer letter that does not create a contract:

1. Do not include any statements creating an expectation that employment is for a specific period of time or that termination will be only for specific reasons. For example, discussing bonuses the employee "will" receive at the end of the year can form the basis that the employee has a contract to work for a specific period. Similarly, references to job security or to specific disciplinary procedures can be interpreted to mean the employee can only be terminated in limited circumstances.
2. Do not describe the employee's pay only on the basis of an annual rate. Use references to a weekly, biweekly, or monthly rate and also include the phrase "equivalent to $X on an annual basis."

3. Use phrases such as "generally" and "typically" when referring to terms and conditions of employment, such as benefits and company policies. These generalized descriptions are less likely to be misinterpreted as binding promises.
4. Include a specific at-will statement so the employee understands that either party may terminate the relationship at any time.
5. As a final precaution, have legal counsel review the standard wording used in offer letters for any statements that may jeopardize the at-will employment relationship.

Reference Checking: Reference checking can eliminate undesirable applicants, identify the best candidate, reduce turnover and training costs, and even prevent liability for negligent hiring Many employers also perform other types of background checks on candidates, including criminal checks, consumer credit checks, driving record checks, and verification of educational background.

Generally, reference checks should be made before the offer of employment is extended so that the employer has as much information about a candidate as possible. In the interest of time, however, some employers make offers contingent on the reference check. Here are five tips for conducting legal, effective reference checks:

1. Insist that every applicant sign a release. Never check references before obtaining the candidate's written permission to do so. Consent is a strong defense to defamation and other tort (wrongful act) claims an applicant may bring, and it is also generally required under the Fair Credit Reporting Act (FCRA) before an employer can use a third party to conduct checks. To protect further against applicant lawsuits, the consent form also should include language that releases the organization and its agents, as well as former employers and reference givers, from any legal liability that may result from the checks.
2. Get job-related information from applicants. Before conducting reference checks, request that applicants provide background documentation such as old pay stubs, business cards, job descriptions, and performance appraisals. These items can be used to verify information provided in resumes, application forms, and interviews and can help identify specific issues to follow up on in reference inquiries.
3. Minimize reference resistance. Expect reference sources to be guarded, or even defensive, since so many organizations try to limit potential legal exposure by releasing only the "name, rank and serial number" of former employees. To facilitate the process, fax or mail the signed consent and release to the reference giver. When calling references, the interviewer can help break the ice by briefly sharing information about themselves, the organization, and the job the candidate has applied for. Some employers even ask an applicant to contact referrers first to help ensure that they can actually get through to them.
4. Keep questions pertinent. To help obtain relevant and consistent information on applicants, develop a reference check form with a list of standard questions and require it to be used for all checks. At a minimum, the form should cover the basics including dates of employment, positions held, and pay rates. In addition, it should contain open-ended questions about skills, qualifications, strengths, weaknesses, work habits, and suitability for the position. The form also should include specific questions about performance issues and disciplinary actions, eligibility for rehire, and reasons for leaving.
5. Document responses, even if limited ones. Keep an accurate written record of all your reference discussions to support your hiring decisions and to help protect against negligent hiring, defamation, and other legal claims. And, if the reference giver refuses to provide any information, document the request and the lack of cooperation.

Reference & Background Check Authorization & Waiver

To Whom It May Concern:

I (Name)_____, having recently made application for employment as the/a (Job Title)_____ with the North Central Regional Transit District (NCRTD), hereby affirm and express that I realize the business necessity of a background check to verify the accuracy of my application statements, previous experience and interview responses. I understand that this background check may include current employers, previous employers, personal references, credit record, criminal record, driving record and other pertinent sources.

I, therefore, not being under any compulsion, duress or undue influence of any kind or nature, hereby specifically authorize and direct any person, firm, corporation, agency or concern to give and release to the NCRTD, or their representative any and all information of whatever kind possessed by them in either verbal or written form, as NCRTD may request, regarding myself, including opinions as to character, competency, honesty and ability and any records related to me personally, which may have been kept- either public or private.

I release NCRTD, and the responding party and their officers and employees or representatives and hold them harmless for any action or decision that may be made as a result of a background check in connection with my application for employment with NCRTD.

Date:_____ Signed:_____
(Applicant)

Date:_____ Signed:_____
(Witness)

A Basic Guide

To

Writing Job Descriptions
&
Class Specifications

Introduction

The information that follows is designed to serve as a summary of the philosophy and concepts used in the creation of job descriptions or class specifications for a job classification system. It is intended to provide the user with an overview of the techniques for preparing a class or job description.

Job description/Class Specification and Series

A class or job description is a written statement of the characteristic duties, responsibilities, and qualification requirements that distinguish a given position or group of positions from other classes. Two or more classes which are similar in the nature of work performed but differ in level of responsibility and degree of difficulty, constitute a series (e.g. Clerk I, II, and III). Care should be taken to assure consistency among the specifications within a series; particularly, with regard to supervision received, difficulty and complexity of duties, responsibilities and required minimum qualifications.

Job Description & Class Specification
Format

(Organization Name)
Job Description

I. A-G ←

Class Title:	Class Code:
Section:	Pay Grade:
Division:	Effective Date:
Department:	Date Revised:

II. ← General Purpose

Reporting Relationships

III. ← Supervision Received

IV. ← Supervision Exercised

V. ← Essential Functions

VI. ← Minimum Qualifications

1. Education & Experience

A. Education

AND

B. Experience

OR

C. An equivalent combination or education and experience.

VII. ← 2. Required Knowledge, Skills & Abilities:

VIII. ← 3. Special Qualifications (Licenses, Certifications etc.)

IX. ← 4. Work Environment & Physical Demands

The above outline shall be further described on the pages which follow and shall be referenced according to the numeric designation pointed to at the left.

I -A The job or class **Title** should be brief, descriptive and consistent with other titles within the classification plan. Roman numerals should be used, where possible, to designate levels within a series; i.e., Clerk I, Clerk II, Clerk III, with the numeral "I" designating the lowest level (except in instances where the lowest level within a series is titled "Trainee".

I -B The **Section** defines a work group, unit or team, and may also represent a classification series.

I -C The **Division** is a subsection of the department. The title is specific to a functional area of responsibility.

I -D The **Department** is the largest level within the organization which is titled to specifically describe the general function(s) performed by its occupational group(s).

Example

Class Title:	*Police Officer I*
Section:	*Patrol/Traffic Control*
Division:	*Field Operations*
Department:	*Public Safety*

I-E The **Class Code** is assigned arbitrarily depending upon the size of the jurisdiction and the number of descriptions within the classification system. By positioning the code in the upper right hand corner, it may also serve as a page number. Code categories may designate departments or an occupational type, such as administrative, professional, technical, clerical, maintenance, etc.

I-F The **Pay Grade** is the result of the job analysis and evaluation process. It is the number used to express the equitable relationship which exists between that position and all other positions and classes, based on difficulty and responsibility of work performed. Positions of equal value can be treated alike for pay purposes throughout an organization. For example, grades may range from 1 to 20, 30, 40, etc., with 1 being the lowest pay range of a pay plan.

I-G The **Effective Date** is generally left blank, to be date stamped upon the material being accepted as final or is implemented. Dating the material will allow for better maintenance of the classification system. When ever any change in content or pay grade occurs, the **Date Revised** should be inserted or updated .

II The **General Purpose** statement is a capsule description which identifies the class, nature, kind and level of work. The statement should be definitive to differentiate this class from all other classes or to identify similarities. The statement will begin with "Performs.....followed by level and kind of work. When necessary for clarity, the occupational field should be added after kind of work. The general statement, in most instances, should be one or two sentences long and as brief as possible. For "kind of work" there is no absolute set terminology, the kind of work should be defined as briefly as possible by terms similar to the examples listed below to describe the general group of work, followed by the occupational field. The inclusion of the occupational field is useful if it clarifies unusual working conditions hazards or other classification factors not denoted by the level and kind of work. Generally, these terms are not modified unless necessary to distinguish between classes in a series, and the modification should usually be restricted to words such as "light, heavy, routine, advanced, complex." If two or more levels of work are involved, the higher level or the most common level should usually be stated first, e.g. "Performs supervisory and complex maintenance...." or "Performs administrative and professional...."

Occupational Group / Kind of Work

Labor, Craft and Trades: Manual Labor, Maintenance Work, Repair Work, Construction Work, Supervisory, etc.

Clerical, Secretarial, Office Machine, Public Contact: Clerical Work, Secretarial Work, Routine Administrative Support Work, Typing Work, Word Processing, Data Entry & Processing Work, Public Contact Work, etc.

Technical and Professional: Statistical Work, Analytical Work, Assessment Work, Inspection Work, Civil Engineering Work, Public Safety Work.

Supervisory & Principal Administrative: These terms define both level and kind of work.

Note: "Kind of Work" may be further modified when it is necessary to indicate a specialization within a group, position, or classification. For example, " Performs supervisory and complex **legal clerical** work" or "Performs principal administrative and professional **civil engineering** work".

Level of Work: The following terms should be used to express the level of work performed. A class or description may include one or more of these general groupings.

Labor, Craft & Trades	*Clerical, Secretarial Office Machine, Public Contact*	*Technical & Professional*
Master *Journey* *Apprentice*	*Advanced* *Full Performance* *Working Level* *Entry Level*	*Professional* *Para-Professional* *Technical*
Skilled *Semi-skilled* *Unskilled*		*Advanced* *Full Performance* *Working Level* *Entry Level*

III

Reporting Relationships is comprised of two separate statements, one defining the type of supervision received and the other, supervision exercised. The **Supervision Received** statement begins with "Works under.....", followed by the type of supervision received and the title or level of the position exercising the supervision. Administrative Superior is a common generic term which may be used. It means an individual who is administratively at a higher level, without defining the class. More specific examples of an administrative superior are Technical Supervisor, First-line supervisor, Lead Worker, Foreman, Board, Commission, Chief Executive Officer. The following terms should be used to indicate the type of supervision received: Immediate Supervision, Close Supervision, General Supervision, General Guidance & Direction, or Broad Policy Guidance & Direction.

Immediate Supervision: This phrase indicates the greatest amount of supervision and control from above, the least personal independence of action, and the least breadth of matters upon which the employee makes decisions. This particular level of supervision is recognized by its specificity and its application to details. The supervisor has not only the responsibility for assignments, flow of work, production, discipline and other management functions, but also the responsibility for proper instructions as to objectives, plans, policies, procedures and office methods, including specific responsibility for matters which are out of the ordinary or unusual when compared to the routine work performed. The employee's assignments, objectives and sequence of detailed steps in the work are prescribed through manuals, policies, directives, etc. Little opportunity is given for the employee to exercise personal initiative, discretion or judgment, or for the assumption of any real responsibility for results alone.

Generally, the employee is held personally responsible for accurate and proper application of steps in a well-recognized technique. If the employee has followed this technique and the instructions, his/her responsibility ends, because the responsibility for results rests with the supervisor. The employee is given no assignments requiring the exercise of experienced judgment except that gained by experience in a well-recognized or well-defined, standard, or conventional routine such as following procedures outlined in manuals or directives.

Close Supervision: The employee under "close supervision" has received exposure to the work of a given classification or position. The employee is familiar with the routine and with the methods or procedures affecting the particular position. It is presumed that the employee will be able to recognize instances which are out of the ordinary and which do not fall within existing instructions. The person is then expected to seek advice and further instructions. Reviews and checks of the employee's work are applied only to an extent sufficient to keep the supervisor aware of progress and to insure that instructions are being followed.

General Supervision: This phrase indicates that the control from above is not a particularized supervision, but a general control, not intimately bearing upon the details of he employee's work. The assignments and objectives are prescribed for the employee, but the person's work methods are seldom supervised, reviewed or controlled while the work is in progress. This is" results oriented" supervision. The employee is expected to plan the sequence of detailed steps by using experienced judgment and discretion within the understood parameters of the position. The person is expected to solve through initiative, most problems of detail that come up in the course of the work. The problems of unusual nature, the employee is expected to revise the procedures and methods to accommodate these conditions. There is substantive and personal responsibility for results, circumscribed by the scope of the assignments.

The principal elements of general supervision in relation to the technical aspects of a position relate to personal accountability for accomplishing prescribed results and objectives, and considerable freedom while the work is in progress.

In those cases where general supervision is found in both management and technical functions, the following indicators are also usually present: considerable freedom from control over sequence of assignments, a fair degree of responsibility for determining what shall be done next and a substantial degree of independence in planning and organizing assigned work activities.

General Guidance & Direction: This phrase indicates a general and somewhat removed control which manifests itself directly only on limited occasions. Such phases as planning and organizing the details of work and deciding the methods to produce a given result are completely in the hands of the employee. The employee is expected to carry out not only all the ordinary affairs of the position, but to meet unusual situations and provide proper interpretations without advise or instruction other than that afforded by the general plans, regulations and purposes which are applicable to all work in the unit, section, division or department.

Active control from a higher-level is manifested only where matters of broad policy and coordination, long range planning, expenditure of funds and related items are involved. And even in such matters, the employee generally participates by making recommendations or developing ideas in conference with superiors. Actual contact between the employee and superior, personally or through memoranda, is, however, rather limited in terms of frequency and matters covered, when compared to the whole scope of the employee's duties and responsibilities.

Broad Policy Guidance & Direction: This phrase is characterized by a heavy personal responsibility on the part of the employee and broad authority for accomplishing the mission, as well as for making policy and developing and delegating plans for carrying out work programs. There is practically complete freedom and relative infrequency of reference to others for advice and instructions, even when unusual problems are involved. These are the highest level positions, normally reporting to a Board, Commission, and /or Chief Executive Officer.

When indicating the source of the supervision provided to a position or classification, and where it is more useful to utilize a generic approach to the classification rather than showing a specific title of a supervisor; the use of supervisory levels is appropriate.

IV When describing **Supervision Exercised**, the following format should be used to indicate the type of supervision, control or responsibility exercised over other personnel. Utilizing the levels of supervision defined above; "Provides (level, i.e. close, general, etc.) supervision to (list the titles or occupational groups for the positions supervised, i.e., Clerical, Secretarial, Technical, Professional, Operators, etc.). If no supervisory responsibility is present in the position or classification, then "None" should be indicated, or left blank.

V **Essential Functions** are descriptive, but are not intended to be either all-inclusive or restrictive. It is intended that these statements represent management's choice of essential functions which would or could be tested under the ADA. It is neither necessary nor advisable to attempt to write a comprehensive job description. Details of the job are reserved for performance plans. A sufficient number of examples to present a clear picture of the work and nature of the work is generally 8-10 statements. Each statement should answer the questions, "What is performed", "How is the task performed", and "Why is performed". Sentences listing examples of duties usually start with a verb of the present tense, such as: "Performs..." , "Inspects...","Researches...","Interprets...","Evaluates..." "Reviews...", "Delegates..." , "Monitors...", "Coordinates...", "Investigates...", etc. Closely related duties should be grouped into a single paragraph and separated by a semi-colon. Generally, the statements are in order of importance.

VI The **Minimum Qualifications** portion of the description describes the lowest level of education, experience, knowledge, skills, and abilities required for entry into the position. In competitive recruitments it is likely that the successful applicant for a vacancy would exceed the minimum qualifications. There are three parts to the statement: Education, Experience, and Equivalence. The following are examples of each.

Education Statements	Experience Statements
High School: *"High School graduation or equivalent"* ***Some College:*** *"___ years of college with course work in ____."* ***College:*** *Graduation from college with a bachelor degree in ___."* ***Advanced College:*** *Graduation from college with a (Masters, PhD) degree in ___."*	***If "0": None*** ***If a specific number of years: "____ years of progressively responsible experience related to ____."***

The *Equivalence Statement* is an "Or" statement: "Or, an equivalent combination of education and experience". This statement should be on all job descriptions in order to prevent allegations of discriminatory personnel management practices. If the position requires by law either specific education, training, certification, or licensing then the equivalence statement may not be included.

VII

The **Knowledge, Skills & Abilities** portion can be used as a guide for the development of recruitment procedures and selection devices, including written or oral examinations. They are listed in one paragraph for each element, with knowledge first, skills second, and abilities last. Explanation and definitions are as follows:

Some Knowledge: Entry level knowledge. Enough familiarity with the field to know elementary terminology and principles and their application to simple problems.

Working Knowledge: Enough knowledge in the field to understand everyday terminology and principles and their application to "journey" level problems; a level of knowledge often expected to be obtained through major course work in post-high school training, on-the-job training and experience.

Considerable Knowledge: Enough advanced knowledge in the field to understand terminology and principles and their application to problems beyond the "journey level" or everyday level. This level is expected to be obtained through experience at the working level that has provided for the increasingly difficult and independent application of principles. methods, and procedures.

Thorough Knowledge: Nearly completed knowledge in the field acquired through considerable experience in the application of principles, techniques, theory, and methods in solving unusual and difficult problems and in developing operational policies.

Extensive Knowledge: The most advanced degree of knowledge likely to be found, implying professional mastery and understanding in the field. This level would be used sparingly and only for exacting technical and professional level positions.

Skills: Skill requirements should be specified when the skill is in a measurable area or field. Skills imply performance levels needing no further training to qualify for the job and perform essential job functions.

Abilities: This requirement should be phrased, "Ability to ....." Certain abilities appear in almost all class specifications and descriptions.

VIII

Special Qualifications is used to identify required or essential licenses, certifications, registrations, professional designations or other requirements which may be established by law, practice, or bona fide occupational qualification (BFOQ). Membership in associations or professional organizations and societies may be included on the description if membership is a requirement to be hired or retain the position.

IX

Work Environment & Physical Demands describes typical surroundings, including hazards associated with various tasks. The physical and mental demands identify both the degree and types of effort normally exerted in performing job tasks. Also noted would be unusual demands for work positions, such as excessive standing, sitting, crawling, bending, lifting, etc. Supplemental material with comprehensive analysis should be contained in the job files which document the job status under the Americans with Disabilities Act (ADA).

Sample Action Verbs

ACCEPT
ACCOUNT
ACQUIRE
ARRANGE
ACTIVATE

ADHERE
ADMINISTER
ALLOCATE
ANALYZE
ANTICIPATE

APPRAISE
APPROVE
ASSIGN
ASSIST
ASSUME

AUDIT
AUTHORIZE
CHANGE
CHANGES
COLLECT

COLLECT
COMPARE
COMPILE
CONCERN
CONSIDER

CONTACT
CONTINUE
CONTRACT
CONTRIBUTE
CONTROL

COOPERATE
COORDINATE
CORRECT
COUNSEL
CREATE

CREDIT
DECIDE
DECLARE
DEFINE
DESIGN

DETERMINE
DETERMINE
DEVELOP
DIRECT
DISBURSE

DISCHARGE
EMPLOY
ENGAGE
ESTABLISH
EVALUATE

EXECUTE
EXERCISE
EXTEND
FOLLOW
FORECAST

FORMULATE
FURNISH
GIVE
GUIDE
HANDLE

HOLD
HOST
IDENTIFY
IMPROVE
INFORM

INITIATE
INSURE
INTERPRET
INTERVIEW
INVESTIGATE

JUSTIFY
MAINTAIN
MAKE
MEASURE
MEET

MODIFY
NEGOTIATE
OPERATE
ORGANIZE
PARTICIPATE

PERFORM
PLAN
PREPARE
PRESIDE
PRESIDES

PROCESS
PROCURE
PRODUCE
PROGRAM
PROMOTE

PROPOSE
PROTECT
PROVIDE
PUBLICIZE
PURCHASE

RECEIVE
RECLAIM
RECOMMEND
RECRUIT
REJECT

RELEASE
RENDER
REPEAT
REPORT
REPRESENT

REQUEST
REQUIRE
REQUISITION
RETURN
REVIEW

SAFEGUARD
SCHEDULE
SCREEN
SECURE
SEEK

SELECT
SERVE
SERVICE
SHIP
STIMULATE

STORE
STRENGTHEN
SUBMIT
SUPERVISE
SUPPLY

TERMINATE
TEST
TRAIN
TRANSFER
UPGRADE

WRITE

Glossary of Classification Terms

Abilities	☞	See "required knowledge, skills and abilities".
Allocation	☞	The placement of any position into a particular class and pay grade
Career Ladder	☞	The structure by which an employee could move upward through higher classes on the basis of ability.
Class	☞	A group of positions sufficiently alike in all respects to be encompassed under a single descriptive title; description of work, examples of duties, minimum qualifications, and pay range.
Entry Level	☞	Entry level is generally self descriptive. It is reflective of the minimum qualifications established for the classification which are written to represent the absolute minimum amounts of education and or experience required to "enter"
Essential Functions	☞	A list of examples of essential duties that describe work typically performed by a class of positions. Included are enough examples as necessary to present a clear, concise picture of the class. The list may not be all inclusive nor do all positions necessarily perform every duty.
Findings	☞	A factual listing of the duties and responsibilities of a position as found by the classifier.
Full Performance	☞	Indicates a level of competency indicative of positions or classifications which function with considerable freedom from close or general supervision. Incumbents are generally very proficient in the majority of tasks which comprise the class or job.
General Purpose	☞	A capsule description of a position or class, usually in one or two sentences and definitive enough to differentiate one class from another.
Incumbent	☞	The individual currently occupying a specific position.
Knowledge	☞	See "required knowledge, skills, and abilities".
Minimum Qualifications	☞	The extent and type of education, experience, knowledge, skills, abilities and special qualifications an individual must possess to e eligible for employment consideration for a given classification.
Mixed Position	☞	A position performing two or more unrelated duties. A mixed position is allocated to the class most nearly appropriate for the highest level of work performed, provided that that work is performed a substantial amount of the time in relation to other duties.

Position	☞	A combination of current duties and responsibilities assigned or delegated by a competent authority to be performed by an individual. The position may be occupied or vacant, full-time or part-time, temporary or permanent.
Required Knowledge, Skills & Abilities	☞	All those human qualities, characteristics and know-how expected to be able to perform the essential functions of the position. This statement may also include how such KSA's are acquired, i.e., formal training, in-service training, or experience.
Special Qualifications	☞	Any special registration, license, or other requirement based upon law, an ordinance, regulation etc that is not generally included under education and experience, but is necessary for performing the work or qualifying for the position.
Working Level	☞	Classifications which require the ready application of knowledge, skills, and abilities required in the performance of the tasks for the job or class. Working level assumes the completion of introductory orientation periods and required training (academic and on-the-job). Working level competency does not generally require more than close to general supervision.

NORTH CENTRAL REGIONAL TRANSIT DISTRICT (NCRTD)
FINANCE SUBCOMMITTEE

May 24, 2013
9:00 a.m. - 11:00 a.m.

Executive Conference Room
1327 N. Riverside Drive
Espanola, NM 87532

AGENDA

CALL TO ORDER: Tim Vigil, Chair

Roll Call:

ITEMS FOR DISCUSSION/RECOMMENDATION:

A. Personnel Policy Changes
Sponsor: Anthony Mortillaro, NCRTD Executive Director

B. Minutes from April 24, 2013 meeting.
Attachments: Draft Minutes

MATTERS FROM THE SUBCOMMITTEE

ADJOURN

If you are an individual with a disability who is in need of a reader, amplifier, qualified sign language Interpreter, or any other form of auxiliary aid or service to attend or participate in the hearing of the meeting, please contact the NCRTD Executive Assistant at 505-629-4702 at least one week prior to the meeting, or as soon as possible. Public documents, including the agenda and minutes, can be provided in various accessible formats.

Finance Subcommittee

Meeting May 24, 2013

9:00 a.m.

Board Members Present: *Philo Shelton - Los Alamos County, Leandro Cordova - Taos County, Jon Bulthuis - City of Santa Fe*

Staff Present: *Anthony Mortillaro – Executive Director, Glenda Aragon – Finance Manager, Dalene Lucero – Executive Assistant*

Absent: *Barney Trujillo - Rio Arriba County, Robert Anaya - Santa Fe County*

Transcribed By: Dalene E. Lucero – Executive Assistant

ROLL CALL

APPROVAL OF AGENDA

A. Personnel Policy Changes

Mr. Mortillaro started on page 11 of the packet noting that the section was not removed from the document, however it was replaced in Section 1.4 of the personnel policies so that it would be kept in line with Rule 1 – General Provisions and Purpose of the polices; none of the language was changed. He then went on to item C, on page 12 stating it was the management rights clause which we initially had in the policies, however now that the CBA had been done, a more comprehensive management rights clause was put in place which was also moved over to the Personnel Policies.

Mr. Mortillaro noted that the blue text in the document was Mr. Peter Dwyer's addition of language within the policies.

[Mr. Bulthuis entered the room.]

Mr. Mortillaro continued on page 14 of the Personnel Policies in Section 1.5 – Coverage, noting that the Collective Bargaining Agreement did not cover everything that was in the Personnel Policies and Procedures, so a clause was set in place that if the policies were not in the CBA or did not conflict with the CBA and were in the Personnel Policies and Procedures, then the Personnel Policies superseded and vice versa. He also noted that for those employees that are Union represented it makes it a bit more complex because they now have two sets of rules to follow. Mr. Mortillaro went on to mention that the District would now have to revise

the New Employee Orientation to ensure that both sets of documents are covered with the new employees. He continued to page 15 of the packet in Section 1.7 – Equal Employment Opportunity and Sexual Harassment-Discrimination and Harassment Prohibited, A(1-6) stating that the section was removed and then added back in. Therefore, the redline is just indicating that the section as a whole was added back in the document. Mr. Mortillaro moved on to page 16 and 17 of the document, indicating that Section 1.7-B through G was a new addition to the policies. He noted that it went into further detail in regards to sexual harassment and workplace harassment, as well as the supervisor and management role, reporting a complaint and retaliation.

Mr. Mortillaro noted that within the last year the District has received sexual harassment complaints from employees within the organization who have complained before about sexual misconduct. He stated that it was determined that the sexual harassment training that was given before was something that needed improvement because it was not working. Therefore, a consultant by the name of Rita Montoya was brought in to conduct intensive training with District Employees. Ms. Montoya conducted 2-hour trainings for Operation and Administration Employees, in which the District also generated a complaint form since this had not been done in the past; every employee was provided with a complaint form if in case they needed to report something that was occurring.

Mr. Bulthuis confirmed with Mr. Mortillaro that everything from Section 1.7-B through G was new.

Mr. Mortillaro responded, stating that it was all new other than the redline under Section 1.7-G, which was put back into the document under Section 1.7-A. He noted that Ms. Montoya assisted the District in drafting the policy because of her background in EEOC.

Mr. Shelton asked Mr. Mortillaro how often the sexual harassment training was held.

Mr. Mortillaro replied, stating it had been done twice since he had been with the organization. He noted that the last time the training was done, it was done by Mr. Michael Kelly through a training disc for operation employees only. However, this time he noted that he wanted to bring in an expert. Mr. Mortillaro also mentioned that the latest training sessions were very interactive and engaged question-answer sessions.

Mr. Cordova asked if there was a lot of questions during the sessions.

Mr. Mortillaro responded stating that there was at both sessions and that ideally he felt the need to conduct this type of training bi-annually.

Mr. Shelton noted that Los Alamos County also conducts this type of training every two years.

Mr. Mortillaro went on stating that drivers had to be brought in on Saturday's to conduct any training because Monday through Friday they were out Driving. Therefore, quarterly Saturday meetings are held to accomplish this. However, this means everybody gets overtime, as well as the cost of the trainer coming on-site, which is very costly; this is why it is limited to quarterly.

Mr. Mortillaro asked Mr. Bulthuis if this is also how it was done through the City of Santa Fe – Santa Fe Trails.

Mr. Bulthuis replied that it worked exactly the same.

Mr. Mortillaro went on to ask if there was any further questions on the additions and deletions in Section 1.7, by which there was none. He went on to Section 1.8, noting that the change in Section C was a formatting change, but nothing was added or deleted; a formatting change was also made in Section F on page 20 of the document. Mr. Mortillaro went on to page 21 of the document, stating that the language did not change, however the formatting changed from numbers to letters. He also noted that he was trying to get all the formatting consistent throughout the document, therefore some of the changes were mostly formatting. Mr. Mortillaro continued to page 23 in Section 2.3, stating that the text "and Temporary Promotion" was added to the heading because it was difficult to find initially. He went on to page 24 in Section B-3, noting that the word "such" was deleted. Mr. Mortillaro then went on to page 33 of the document, noting that Section 3.10 – A was new language that had been added to the document clarifying promotions and pay rate increases.

Mr. Mortillaro asked if there was any questions regarding the addition and then proceeded to page 34 of the document noting that Section 3.11-B had only one minor formatting change; same thing with Section 3.12-B. He went on to page 37, stating that Section 3.15 Holiday Pay was moved to Section 4.7 of the document under B and C on page 39. Mr. Mortillaro went on to talk more specifically about Section 4.7, stating that the heading "Legal Holidays" was renamed to state "Holidays and Holiday Pay". He noted that President's Day and the Personal Holiday will only be observed through December 31, 2013, and as of January 1, 2014 Martin Luther King Day and Christmas Eve will be observed; these changes are in line with the Collective Bargaining Agreement so that all employees are on the same holiday schedule. This is the same amount of holidays that were given before.

Mr. Bulthuis referred back to Section 3.10-A, Administration of the Compensation Plan (1-3) and asked if the 10% increase tied the hands of Mr. Mortillaro in terms of salary increases.

Mr. Mortillaro stated that Section A-3 allows him to increase or decrease the base pay rate because of salary compaction; experience and qualifications; correction of salary inequities; or other valid reasons.

Mr. Bulthuis went on to reference page 24 in Section 2.3-B (Temporary Promotion), asking why there was a 5% minimum for a temporary salary increase, and the other is a 10% minimum for a regular promotion.

Mr. Mortillaro responded that the language in this section was similar to what was removed in Section 3.10 (Administration of Compensation Plan). He stated that what was in Section 3.10 should also be in Section 2.3-B so these items would be the same. He also noted that this correction would be made prior to presentation to the Board.

Mr. Mortillaro went on to page 40 in item I, stating that the language was added to ensure the employee once again knows that the Personal Holiday is eliminated as of 12/31/2013. He proceeded to page 41 in Section 4.9 (Annual Leave), noting that 25 years of service was added to the table, which is also included in the Collective Bargaining Agreement; he stated that he wanted to ensure the Annual Leave Accrual Schedule matched what was in the Collective Bargaining Agreement. Mr. Mortillaro moved on to page 42, item D, in which he removed the language stating, "In the event an employee terminates employment and has used more annual leave then has been accrued, that amount will be deducted from the employee's final check". He also noted that initially the District used to advance employee's 80 hours of annual leave when they started employment with the District, in which most places do not allow that; no one should be using more annual leave than accrued. He went further stating that when revising the policies so that the District no longer had to advance leave, that statement was accidentally left in there; it is now being removed so that everything is consistent.

Mr. Cordova asked Mr. Mortillaro what Section4.9-C meant.

Mr. Mortillaro responded that it was placed in there to have the ability to grant an employee advance leave in special circumstances. However, he stated that he never has granted advance leave nor does he intend to. He also noted that once he grants advance leave to one, he would have to do it for any other employees. He questioned whether or not the statement, "The Executive Director has the authority to grant advance leave in special circumstances", should be removed. The Subcommittee agreed that the statement should in fact be removed.

Mr. Mortillaro moved on to Section 4.10-C under the Family Medical Leave Act and noted that the word "work" was added in front of weeks to ensure the employee was clear that employees under FMLA are entitled to a total of 12 work weeks of unpaid FMLA leave during

a rolling12-month period. He continued to page 43, Section 4.12-C, stating it was a formatting change. Mr. Mortillaro proceeded to page 44, Section 4.12-F, stating that the whole section deals with Sick Leave, and that he wanted to clarify that, "If an employee has exhausted earned sick leave, and requests additional time off the Executive Director may either elect to reduce balances on any other leave such as vacation or compensatory leave or proceed with appropriate action under these rules in the event the employee fails to report for work as required". He noted that this statement gives the District the flexibility to deal with these types of situations.

Mr. Mortillaro continued further stating that although most people will elect to use their annual leave instead of Leave without Pay, there are some that would rather be on LWOP vs. Annual Leave.

Ms. Aragon stated that an employee solely on LWOP requires Finance to have to calculate and prorate the insurance premiums by the days worked and the 80/20 percentage by the employer and employee; when an employee takes LWOP the employee premium is higher. It is a lot of work just to calculate for one employee.

Mr. Mortillaro moved on to LWOP stating that the employee can no longer pay the 80 percent of employee premiums due to the Anti-Donation Clause; if the employee is not providing value to the organization, the employer cannot benefit the employee. Therefore, the employee now has to pay the full premium, which would include the 80 percent the employer would have been making on their behalf.

Mr. Cordova responded stating that he sees Mr. Mortillaro's point especially because COBRA is then made available during that time.

Mr. Mortillaro noted that it would be discussed further under Section 4.13 Leave Without Pay. He moved on to page 45 stating that the language in Section J, states the "value listed in Section O below" was changed to "the value listed in Section N below" because there was no Section O.

Mr. Bulthuis went to discuss Section 4.12-F further stating that he did not want the employee to misinterpret this segment. For example if an employee did not have any sick leave, but took a sick day, and then tried to come back and use annual leave or any other leave that was not preapproved.

Mr. Mortillaro acknowledged where he was coming from, and stated that this provision allowed flexibility to either approve or not approve the request. Therefore, if the employee did

in fact do this, the Executive Director could choose to not approve and place the employee on LWOP for that day. He also noted that it was one of those things where he would look into the employee's use of leave pattern.

Mr. Cordova continued stating that this was something that could also be described as Misuse of Sick Leave.

Mr. Mortillaro went on to Section 4.13 Leave Without Pay, allows the District to grant an Employee LWOP even if it is not medically related. It's the District's sole discretion to grant it, but only after the employee has exhausted all accrued leave. The request must be in writing, and will only be granted at the best interest of the District and the granting will not disrupt District operations. He noted that the sentence used to say LWOP could be granted by a supervisor for up to ten (10) working days. Yet, Section B states it may only be granted if the Executive Director can assure a position of like status and pay, which was somewhat contradictory to the previous statement relating to supervisory approval. Therefore the supervisor's ability to grant LWOP has been removed.

Mr. Bulthuis noted that he did think the Executive Director should be the only one who has the authority to grant LWOP.

Mr. Mortillaro noted that this was discussed at the last staff meeting on how Section 4.13 could be clarified further.

Mr. Shelton questioned the Military Caregiver Leave entitlement being a half a year by law.

Mr. Mortillaro confirmed that it was.

Mr. Shelton expressed that he was not aware of this.

Mr. Mortillaro stated that the District was not either, however now the policies are all being revised to ensure they are compliant with the law.

Mr. Mortillaro went on further to page 46 of the document to Section 4.13-E clarifying that Employees are not able to accrue sick or annual leave while on leave without pay, nor are they eligible for paid holidays. He continued to Section F, stating that "Employees who desire to continue Insurance Coverage while on LWOP for 30 calendar days or more" has been removed. Therefore the minute the employee goes on LWOP they must pay the full or proportional share of the premium.

Mr. Bulthuis questioned whether or not PERA deductions, were treated the same way during LWOP.

Ms. Aragon responded, stating that it was not because the employee is not making any money at that point, therefore nothing is being deducted because we are only making a contribution based on the wages earned.

Mr. Bulthuis confirmed that it would only be term of service that would affect PERA.

Ms. Aragon responded that this was correct.

Mr. Cordova noted that it was still more beneficial to employees to pay the full premium, then to pay on a COBRA plan.

Mr. Mortillaro continued to page 47 in Section 4.19-B, stating that it was changed to be in line with the Collective Bargaining Agreement. He noted that there were some changes in the CBA that he was not outlining in the Personnel Policies and Procedures because they are disadvantageous to the non-represented employees. He also stated that he brought in changes such as holidays and leave accruals etc. to ensure all employees were on a par.

Mr. Mortillaro proceeded to page 62 of the document, in Section 5.4 stating that he wanted to clarify that employees are not to leave the work site during relief period breaks. He also noted that family members have been brought in on occasion during breaks, but rather than not allowing employees to do so, he stated that they must get advanced authorization from supervisors.

Mr. Mortillaro went on to page 70, indicating that Rule-10 Workplace Violence was a completely new addition to the policy. He noted that he and Mr. Dwyer made various changes and additions, which is seen in the redline. Mr. Mortillaro continued further stating that this addition ensures no weapons are allowed on District property, and if suspected it gives us the right to search an employee's vehicle and so on. He continued stating that it also deals with those employees who have a concealed weapons permit, noting that because the District's policies do not allow weapons on the property, employees are not allowed to bring their concealed weapon onto District property.

Mr. Shelton suggested that the Rule 10-Workplace Violence be moved to Section 1.8 since the two sections are similar or to have the same reporting form for the two; the Subcommittee agreed to move the Rule 10 to Section 1.8.

Mr. Bulthuis noted that he strongly supported keeping weapons off of the property.
Ms. Aragon questioned whether or not all knives were restricted or if a certain length would be allowed, other than those used for food preparation and service.

Mr. Mortillaro responded suggesting that the District use TSA Guidelines as far as this was concerned; the Subcommittee agreed.

Mr. Mortillaro moved on to page 75 to the definition of Drug and Alcohol, informing the employee to refer to the District's Drug and Alcohol Policy.

Mr. Bulthuis referred back to Mr. Shelton's question in regards to the reporting forms for harassment and workplace violence.

Mr. Mortillaro noted that a form was not required for Workplace Violence because it is immediate or has just occurred. He noted that most of the time, employees don't usually have the time to fill out a form because of this.

Mr. Bulthuis and Mr. Shelton suggested to have an incident report or workplace violence reporting form.

Mr. Mortillaro stated that he would add language to the policies indicating that a form would be required if reported before, as a result of initially reporting, or after.

B. Minutes from April 24, 2013

Mr. Mortillaro then asked the members to review the minutes from the April 24th Subcommittee meeting, noting that they had slightly changed from what was initially sent out.

Mr. Shelton noted that he was not at the April 24th meeting, and that Mr. Geoff Rodgers covered the meeting telephonically. Mr. Mortillaro directed Ms. Lucero to remove Mr. Shelton from the minutes for that meeting; Ms. Lucero agreed.

Mr. Mortillaro stated that if all agreed to the amended minutes, they would be included in the June Board Packet; all agreed.

ADJOURN – Next Finance Subcommittee meeting will be held on June 28, 2013 at 9:00 AM.